

BUSINESS SUMMARY

BUSINESS

Sterling slightly up; gold off \$7.5

Union of Seamen members' stoppage... Northern... the British... half all P and O... from midnight on...

were unanimously... the executive... the Liverpool... to service... any warned the... have "disastrous... for several... if. Back Page

of Soviet citizens... police and the... days last month... in the North... back Page

offer... ident Brezhnev, in... my talks with... Schmidt, proposed... on the development... late range nuclear... back Page

about... sured poised last... four European... to join the peace... to be set up in... Israel withdraws... Page 5

to close... the naval... Gibraltar, which... er 2,000, in 1983.

man dies... in died and two... feared drowned in... sea off Falk Isl... gale, lashed parts... Weather. Back Page

ade fines... e fined about 1,500... mphs, and their... licences for... need a weekend... id. Page 2

ader jailed... strip, leader of... progress Party, was... ar years and fined... 250,000, for tax

sentenced... s, who claimed he... British intelligence... filed for two years... Bailey for making... applications.

30 raid... en escaped with... £250,000 in a raid... s Cross, London... Bravington's

stator shot... guard a Iranian... Paris shot and... a student who... the regime of... pomeini.

or plea... bishop of San... fignior Arturo... Damas called for... to end the fighting... erment forces and... guerrillas in El

n hurt... a were hurt when... bus was in collision... and trailer near... d-Wales.

ris column was... China's Workers'...

on governors and... is began a six-day...

re today bears the... over its London... ally.

ICE CHANGES YESTERDAY
(unless otherwise indicated)

32 + 7
90 + 9
129 + 4
127 + 4
135 + 8
37 + 8
43 + 6
148 + 7
165 + 8
310 + 8
267 + 10
80 + 5

STERLING finished slightly higher, helped by comparatively high interest rates. It rose 55 points to \$1,904.5, and its Bank of England trade-weighted index advanced from 90.5 to 90.7. It rose from DM 4.29 to DM 4.295, but fell from SwFr 2.4578 to SwFr 2.443 and from FFfr 10.815 to FFfr 10.805. Page 23

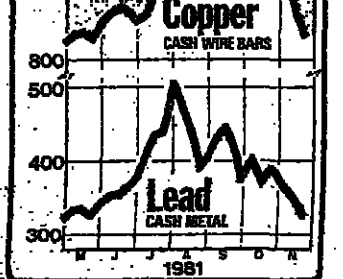
DOLLAR showed slight falls, from DM 2.259 to DM 2.254, from SwFr 1.82 to SwFr 1.8075, and from Y218.65 to Y217.5. Its trade weighting was down from 106.6 to 106.3. Page 23

GOLD fell \$7.5 an ounce in London, to \$395.5. Page 23

GILTS were driven down 6.53 to 63.96 by a scarcity of investment funds. Page 30

EQUITIES dropped, with dealers on the defensive because of revived concern about UK labour problems. The FT 30-share index shed 2.4, at 517.3. Page 30

WALL STREET: Dow Jones index was up 1.71, at 854.64, at 3 pm in New York. Page 28



COPPER and LEAD dropped to their lowest levels for six months, on the London Metal Exchange. Cash copper wirebars fell £14.25 to \$233.5 a tonne, and cash lead fell £2.3 to \$226. Page 29

GAS PIPELINE to collect 100m cubic feet a day from the North Sea Magnus Murchison and Thistle fields, was announced by Energy Minister Hamish Gray. Page 11, Back Page

FORD unions put forward proposals for voluntary regulation of efficiency improvements. The company wants agreed before increasing it 4.5 per cent pay offer. Talks resume tomorrow. Page 20

NATIONAL newspapers have offered 30,000 print workers rises of about 5 per cent next January. Page 10

GERMAN Banks, Dresdner Bank and Bayerische Vereinsbank, members of a syndicate headed by Midland Bank, are reluctant to agree the rescheduling of a \$131m Laker Airways debt. Page 7

WEST GERMANY'S third largest bank, Westdeutsche Landesbank, is to withdraw its Eurodollar bond trading operations from London to its Düsseldorf headquarters next year. Back Page

BRITISH PETROLEUM is discussing with industrial groups the sale of its Isle of Grain refinery, due to shut at the end of 1982. Back Page

AVANA, the food group, increased pre-tax profits for the half ended September 26 by 78.6 per cent at £3.61m, with the inclusion of Robertson's Food results. Page 20; Lex, Back Page

METAL BOX pre-tax profits for the six months ended September were £18.7m (£19.9m), but almost double the first-half figure. Page 20; Lex, Back Page

ASSOCIATED LEISURE (amusement machines) pre-tax profits for the half ended September 14 were 27.3 per cent down at £2.3m, after allowing £5.8m depreciation. Page 20; Lex, Back Page

Metal Box	168 + 12
Royal Bank Scotland	156 + 4
Tunnel B	485 + 8
Utd. Engineering	210 + 25
Vintea	182 + 16
Hampton Areas	160 + 18
FALLS	
Treasury 12% 1995	134 - 1
Treasury 11% 2003-07	133 - 1
Assoc. Leisure	85 - 4
GEC	753 - 7
Martin (R.P.)	310 - 10
Bond Corp.	139 - 10

Tebbit threatens union funds

BY CHRISTIAN TYLER, LABOUR EDITOR

EMPLOYERS will be able to sue large trade unions for up to £250,000 in damages for unlawful industrial action under legislative proposals published yesterday.

The Government's second round of union legislation since it came to power would go much further than the 1980 Employment Act by exposing union funds to civil actions in the courts.

For most of this century unions have been immune from the kind of actions which can be brought against their members or officials.

As well as this historic change to British industrial relations law, Mr Norman Tebbit, Employment Secretary, is seeking to narrow further the boundary of lawful industrial action.

The definition of "trade dispute" which confers legal immunity, would be altered to exclude disputes between workers, sympathetic action staged on behalf of foreign workers, and union attacks on employers whose own employees were not taking industrial action.

This measure appears to be aimed particularly at action by seamen's unions in blacking ships while not pay the rates laid down by the International Transport Workers Federation.

Mr Tebbit's other controversial proposal is to give employers greater freedom to dismiss striking workers. At present dismissed strikers can claim compensation for unfair dismissal if they can prove discrimination.

The consultative document published yesterday suggests that it will be enough for an employer to give notice of, say, four days, that those who fail to return to work will be lawfully sacked.

The closed shop issue—one of the most politically charged in the Conservative Party—has been dealt with by raising con-

siderably the financial compensation obtainable by those who can show they were unfairly dismissed through non-membership of a union in a closed shop establishment.

In theory compensation would be unlimited, but the average minimum could be between £20,000 and £40,000.

Closed shop "victims" would also have redress if support for the closed shop had not been periodically tested.

The Government proposes to outlaw as far as possible the practice, said to be common among local authorities and nationalised industries, of insisting that subcontractors employ union labour.

Finally, further encouragement is to be given to the use of secret ballots by unions by extending State financial aid for ballots on wage offers as well as for industrial action decisions and internal elections.

Yesterday's package, due to be drafted as a Bill after Christmas, largely fulfils employers' expectations that Mr Tebbit would go much further down the legislative road than his predecessor at Employment, Mr James Prior. Although not

Tories unite to welcome plan

BY PETER RIDDELL

THE GOVERNMENT'S industrial relations proposals were yesterday favourably received by Conservative MPs of all shades of opinion within the Party.

The reaction from the Labour Party was, however, as universally hostile as expected.

The signs were last night that Mr Norman Tebbit, the Employment Secretary, has not gone so far that he has aroused the open opposition of the moderates, while he is in a much stronger position than Mr James Prior, his predecessor, to answer those on the right who want even

stronger measures.

Mr Tebbit yesterday offered a "soft sell," stressing that his proposals were intended to be moderate and cautious. They represented a further step beyond last year's Act but were not nearly as radical as the Heath administration's legislation in 1971.

The emphasis on safeguarding the position of the individual against the union has a particular appeal to Tory MPs.

During questioning, Mr Tebbit received support from several right wing Tory MPs and had little problem in

assuring them that the time was not appropriate for direct action to make the closed shop illegal, as requested by three of them.

Mr Tebbit was no comical when questioned about possible further legislation later in this Parliament.

Many MPs interpreted this to imply that any major new action might not come in until after the next election.

The Tory moderates generally supported the statement or kept quiet.

In private, however, some of

Continued on Back Page

Reagan wins funds extension

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

THE BUDGETARY emergency which threatened to shut down the U.S. Government appeared to end last night when the House of Representatives voted 221 to 176 to give President Ronald Reagan part of what he wanted—a simple extension of Federal spending powers to December 15.

It was expected that the Bill would quickly be passed by the Senate and signed by the President.

The move was made possible by the defection of 43 Democrats who acceded to the President's demands.

Earlier President Reagan had thrown the U.S. Government and legislature into chaos by vetoing a stopgap budget Bill because it failed to meet his demands for spending cuts.

The move, effectively depriving

the Government of funds to operate other than essential services, enraged both Democrats and Republicans on Capitol Hill, who had spent the weekend trying to draw up an acceptable compromise.

Laid-off Federal workers began leaving their offices, as urgent negotiations took place to try to end the dispute—Mr Reagan's toughest confrontation so far with Congress.

In announcing the veto, his first, Mr Reagan said he had decided to "hold the line" on spending at the risk of interrupting Government services. He admitted that some citizens might be inconvenienced and that there was "a possibility of some temporary hardship" but blamed Congress for failing to provide a reasonable Bill.

The Bill which the President

vetoed had been sent to the White House on Sunday.

It offered Mr Reagan an additional spending cut of around \$2bn (£1,050m) in the 1982 budget against the \$8.4bn he asked for in September.

By refusing to make even this small saving to protect the American people against overspending, the Congress has paved the way for higher interest rates and inflation and the continued loss of investment jobs and economic growth," Mr Reagan said.

The Democrat-dominated House of Representatives decided not to try to override the veto, a move that would require a two-thirds majority of both Houses.

Mr Reagan had promised that social security and other benefit payments would be made on

schedule and that national security would be protected.

Government activities essential to the protection of life and property, such as treatment of patients in veterans hospitals, air traffic control and the functioning of the nation's banks and postal services were to continue.

But in Washington, the Commerce Department shut down all but a few essential services, while most other ministries were awaiting instructions. Sales from the Government's strategic tin and silver stockpiles were suspended.

Earlier story, Page 4

3-D cameras will go on sale in March for less than \$200

BY BARRY RILEY

NIMSLO three-dimensional cameras go on sale in Florida in March, Dr Jerry C. Nims, chairman of Nimslo International, announced yesterday in London. The company is raising \$30.5m (£16m) through a London share issue underwritten by merchant bankers Baring Brothers.

Dr Nims said that the cameras, to be made by Timex Corporation in Dundee, would be sold below \$200. Mass production would begin in January, and the target was to sell 250,000 units during 1982.

Production would be building up through the year, and by the end of 1982 Timex was expected to be making 500,000 cameras a year.

The launch will follow consumer testing in Florida and Ohio.

Nimslo 3D cameras have four lenses and use standard 35mm colour film. The three-dimensional effect is produced by combining the four images during processing on a special print material with a transparent corrugated surface. Dr Nims said yesterday that each picture would cost the same as a Polaroid print.

Dr Nims said the sales campaign would be extended in line with the increased production of cameras.

For the time being the company would have only one processing facility, at Atlanta, Georgia.

The issue prospectus says that entry into the European market is scheduled for mid-1982, beginning with a test launch in Switzerland. In 1983 the company is expected to set up

processing in Australia, and will then move into Japan.

Dr Nims said Nimslo had cash balances of more than \$30m, no debt, and enjoyed a great technological lead. "We stand today in an absolutely superb position," he claimed.

Dealings in the company's shares are expected to begin next Monday in London on the unlisted securities market.

Although shares are held by a number of British investors, mostly clients of brokers Carr Sabag, control of Nimslo International rests with a Bermuda company called Nimslo Technology. Shareholders of this company include the private Norwegian group Fred Olsen and associates. Olsen is understood to control Timex Corporation.

Men and Matters, Page 18

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For latest Share Index phone 01-546 8026

Two army wives injured by IRA booby-trap bomb

BY JAMES McDONALD

SCOTLAND YARD said last night that the booby-trapped bomb which exploded yesterday morning injuring two women outside Woolwich Barracks in south-east London was thought to be the first such device planted on the British mainland.

One of the women was seriously injured by the device which was of a kind widely used in Northern Ireland.

The Provisional IRA claimed responsibility for planting the bomb concealed in a booby-trapped child's toy pistol. This was the fifth attack in the IRA's latest London bombing campaign which has taken three lives in the past six weeks and brought to 43 the number injured.

The plastic pistol, packed with 2 or 3 oz of explosive, was fitted with an anti-handling device. It was triggered by one of the women's dogs, a Labrador, which was badly injured.

Scotland Yard warned that: "If the IRA is using something as innocent as a child's toy to conceal explosives, then

clearly the public must be even more vigilant."

Mr Peter Bottomley, Conservative MP for Woolwich West, condemned the bombers when he arrived at the scene soon after the explosion.

By implication, he criticised the Rev Ian Paisley. "It is too simple to expect that demonstrations in Ulster today, led by a fellow MP, would be allowed to go off by the Provisional IRA without them making some attempt to get into the news."

Commander Mike Richards, head of Scotland Yard's anti-terrorist branch, said that the anti-personnel device was spotted on Sunday night by military personnel who thought it had been dropped by a child.

Both women — Mrs Veronica Eadsforth (35) and Mrs Edith Hewitson (36) — live in Woolwich and are soldiers' wives. They were walking their dogs when the bomb went off. Mrs Eadsforth was seriously injured in the leg and foot, and had to have emergency surgery. Mrs Hewitson was treated for shock.

Paisley's 'Day of Action' hits industry in Ulster

BY BRENDAN KEENAN IN BELFAST

MUCH OF Northern Ireland's commercial and industrial life was halted yesterday as thousands of workers left their jobs during the "Loyalist day of action" called by the Rev Ian Paisley, the Democratic Unionist leader.

But crowds at the various rallies, particularly in Belfast, were small compared with the crowds at last week's protest after the shooting of the Rev Robert Bradford, the Official Unionist MP for Belfast South.

Most of the workers who stopped at midday—appeared to have gone straight home and, while the strength of feeling among Protestants is clear, the divisions between the main Unionist parties still seem to stand in the way of that feeling being translated into effective political action.

The Northern Ireland Confederation of British Industry, which asked workers not to strike, said that between 75 per cent and 90 per cent of employees in major industries, had stopped.

To have gone straight home and in Belfast the shipyards, Short Brothers' aircraft factory

and major engineering concerns closed in the afternoon. But only about 1,500 people attended a meeting outside the shipyard gates. The shop stewards' plea for a return to work was ignored.

Outside Belfast the situation was more mixed. Some companies like Michelin, were forced to close but others, like Goodyear and Dupont, were able to keep production going.

About 250 workers left the Ballylumford power station but engineering and management staff stayed on and there was no disruption to supplies.

Some train and bus services were affected, and afternoon flights to and from Belfast were cancelled. Several schools closed early and allowed pupils to go home.

Many provincial towns, particularly those with largely Protestant populations, were closed off during the day as protesters blocked major roads with cars and agricultural vehicles.

The Northern Ireland Chamber of Commerce and Industry Continued on Back Page

Picture, Page 11

How Grindlays in Asia and Europe assisted Consafe and Volvo finance the construction of a maintenance platform in Singapore for worldwide operation

Grindlays Asia, the Group's Asian merchant banking arm, based in Hong Kong, arranged the financing of a semi-submersible maintenance platform being built in Singapore for a joint venture between Consafe Offshore A.B., and Volvo Energi A.B.

This financing was the first to be arranged under the buyer credit scheme of the Export Credit Insurance Corporation of Singapore (ECICS).

Grindlays Bank in Singapore acts as the agent bank and leading provider of funds. Arrangement of the transaction also involved specialists of Grindlays Export Finance, Shipping and Insurance, Corporate Banking departments in London.

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EUROPEAN NEWS

mark party ler jailed tax fraud

ARNES IN COPENHAGEN

at court yesterday. Mr. Mogens of the country's four years in of DKR 4m tax fraud of y grave charac rup was; also the from 'prae- r trial in the Court, he had ty of the lesser ary tax fraud .5m (£108,000). erdict and sen- e a significant outcome of the on December 8, said yesterday: is completely t been properly all appeal to the

his party from necessary, he bat the vote's party's electoral only goes to angers of giving to the bureau- who has studied minutes knows ally nor morally thing wrong."

Party holds 20 seat Folketing It first gained when it won a per cent of the is. This made it est party in the r the Social cent opinion n that the party out 10 per cent s time, losing a

came to prominh he declared hat tax evaders aread with war-fighters. He also : paid no income owing year he Progress Party, jolishing income ng reductions in r bureaucracy. Mr. Glistrup was f the biggest law enhager, with a 100 and special- ounting. was charged with Kr 4m and trying es on another years and 201

sessions of the city court later he was fined DKR 1.5m, ordered to pay DKR 1.5m in tax and costs bringing his total bill to DKR 5.5m.

The appeal court case has lasted three years. When he was denied the defence counsel of his choice, Mr. Glistrup threw the attention of the United



Mr. Glistrup... "I have done nothing wrong"

Nations and the European Court for Human Rights to his plight.

The key to Mr. Glistrup's tax avoidance scheme was that corporate income tax is levied at a flat rate of 40 per cent, which is much lower than marginal income tax rates on higher incomes, and that interest on debt is fully tax deductible.

He advised clients to obtain a loan from one of almost 3,000 companies formed by himself for the purpose. They were thus able to reduce income tax liability. By a computerised system of book-keeping transactions between his many companies, Mr. Glistrup was able to achieve an almost indefinite postponement of tax liabilities. The case against him was that these transactions were "fictional," with no real content, and that the system thus constituted tax fraud.

Continuity pledge by Finnish candidate

By William Dullforce in Stockholm

THE FINNISH Centre Party's candidate for President, Dr Johannes Virolainen, has promised that there will be no change in the country's foreign policy if he is successful in the election next January.

Dr Virolainen, who is 67 and Speaker of Parliament, was chosen as his party's candidate at the weekend, despite promptings from Moscow and the advice of its own chairman.

He now becomes the main challenger to Mr Mauno Koivisto, the social democratic Prime Minister and acting President, who was supported by more than 60 per cent of people questioned in a recent opinion poll. Mr Koivisto's opponents have expressed doubt about his acceptability to Moscow but he has not so far provoked any adverse Soviet comment.

The Centre Party's leading organs had backed Dr Ahti Karjalainen, a former Prime Minister and acting Governor of the Bank of Finland, but 2,666 conference delegates voted for Dr Virolainen, their former chairman, against 1,265 for Dr Karjalainen.

Pravda, the Soviet Communist Party newspaper, in a commentary on Friday said that the Centre Party was taking "the most important decision in its entire history" and had clearly expressed its preference for Dr Karjalainen.

It mentioned no names, but references to difficulties between the two countries in 1958, when Dr Virolainen was Foreign Minister, and to the need for a President who understood the importance of Finnish-Soviet trade could only be read one way in Finland.

Dr Karjalainen has for many years been chairman of the joint commission which supervises trade between the two countries.

Finland's independence since 1939-45 war has hinged on its treaty of friendship and co-operation with the Soviet Union and relations with Moscow are the linchpin of Finnish foreign policy.

Under the constitution, the President is responsible for foreign affairs and, for the past 25 years, President Urho Kekkonen, a centre party leader, has ensured that ties with the Kremlin were safe. Illness forced Dr Kekkonen (81) to announce his retirement last month.

Until Friday's commentary in Pravda, the Soviet Union appeared to be avoiding interference in the election.

Loss of the party nomination does not completely preclude Dr Karjalainen from the presidency. The election is a two-stage affair in which voters first select an electoral college of 301 members from party lists.

The electors in the college vote for their party's candidate in the first round but are then free. A deadlock within the college could still open the way for Dr Karjalainen to win a majority as a compromise candidate.

Prague wants to reduce its dependence on fuel imports, writes Paul Lendvai

Czechs face up to their economic plight

FACED WITH a wave of hoarding and panic buying in anticipation of price increases, the Czechoslovak public has moved from an understatement of its economic plight to an "exaggerated dramatization," the Prague Communist daily, Rude Pravo, complained recently.

The paper comforted its readers that the situation was "difficult but not hopeless." Such words could only provoke a chuckle among readers of the usually turgid prose of the party paper who recall the great joke in Central Europe between the wars: When asked how things were in the 30s, a German replied that the situation was "serious but not hopeless," while the light-hearted Viennese preferred to say, "the situation is hopeless but not serious."

It is a matter of dispute whether Czechoslovakia's economic outlook should be called "serious" or "hopeless."

The Czechoslovak Communist Party leadership itself spoke about "unprecedented difficulties," following the recent plenary meeting of its central committee, warning that the economic situation would worsen further in the next year. It is of course no surprise to the population that Czechoslovakia, once a model of industrial democracy in Central Europe, is now caught in a crisis.

Nevertheless, the fact that normally cautious leadership has now begun to inform the public about the gravity of the country's economic position, which for quite a few years has been hidden behind the facade of the much publicised political consolidation, is significant.

Statistics quoted more and more frequently by the Government-controlled media show that Czechoslovakia, once the "shop window of Central Europe," has become a laggard of the industrial world.

According to the Prague-

based Research Institute for Foreign Trade, Czechoslovak engineering enterprises can only produce from a given amount of metallurgical raw materials products worth 24 times less than in the EEC. At the same time, consumption of fuels and energy is 20 to 30 per cent higher per head than in most West European countries.

Understandably, the energy crisis is at the heart of the Government's pre-occupations. Mr Lubomir Strougal, the Prime Minister, made it clear in an unusually candid speech at the central committee's plenary meeting that all economic sectors must prepare for substantial cuts in fuel imports, especially oil, since such imports account for 40 per cent of Czechoslovakia's energy needs.

Oil cuts ahead

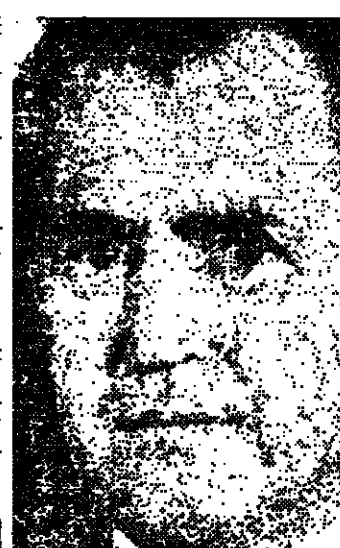
Consumption of fuel oils and other oil products will have to be cut by as much as 12 per cent next year compared to 1980. Coal imports from Poland have dropped sharply and Mr Strougal revealed—for the first time—that imports of electricity from Romania, amounting to 3.5bn kwh, representing about 10 per cent of all energy imports, have been stopped.

Worse still, a Government spokesman recently hinted that foreign oil deliveries would be decreased "in the next years" by some 10 per cent. Czechoslovakia has recently been importing just over 19m tons of Soviet crude.

Power cuts and a reduction of street lighting in Prague to a bare minimum are tangible proofs of the deteriorating energy situation. Meanwhile, domestic coal output, amounting to 123m tons last year, consists primarily of brown coal and lignite (77 per cent)



Mr. Lubomir Strougal (left), Prime Minister, and Mr. Vasil Bilak, secretary of the party central committee: both oppose raising money in the West



hard currency available for this purpose.

Czechoslovakia's foreign debt—between \$4.5bn (£2.3bn) and \$4.8bn—is one of the lowest per head in the world. But both Mr Strougal and Mr Vasil Bilak, the central committee secretary, have spoken out against raising money from the West, for political as well as financial reasons. Mr Bilak, the chief spokesman of the party hard-liners, put it in his usual blunt way: "To accept credits from the capitalists would be like a Christian selling his soul to the devil."

Danger of debts

Publicly and privately, the Communist leadership regard the enormous indebtedness of Poland as one of the reasons for what they see as the "counter-revolutionary danger" it now faces.

Ironically, it was Mr Bilak's recent warning of "unpopular measures" for the sake of increased defence spending which sparked off the massive hoarding of meat, sugar, rice, wine and even of detergents.

As a traditional workshop of the Eastern bloc arms industry, Czechoslovakia spends a much high proportion of Gross National Product on defence than Poland or Hungary.

Mr Bilak has counselled his comrades to tell the people frankly: "It is better to live in modesty than to die in affluence." But the citizens of Czechoslovakia would clearly prefer a third solution, namely to live in affluence.

As an engineer from Prague put it recently: "Of course our shops are better stocked than those in Warsaw or Moscow. But then we used to compare our standard of living with Austria and Germany rather than with the Ukraine or Bulgaria."

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ore strikes send pay soaring in Norway

IN OSLO

ing a wages ex- offshore oil ing a series of -s this autumn a strikers have ous, in every ment's use of tration over the to settle wage irred off em- sency. There is that runaway outh Sea oil in- to inflated de- and workers in age bargaining. xample of the

trend was the wildcat strike on Norwegian-owned mobile rigs, some of them working in Britain's sector of the North Sea, which has disrupted exploration programmes. It ended at the weekend with the rig-owners accepting both of the strikers' main demands.

No employee will be penalised for striking and when the current pay agreement expires next spring the owners have promised to negotiate with the militant new union formed by the rig-workers during the dispute.

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AMERICAN NEWS

Haig hopes to woo Mexico to U.S. Latin America policy

BY WILLIAM CHISLETT IN MEXICO CITY

THE U.S. Secretary of State, Mr. Alexander Haig, arrived in Mexico City yesterday for a 24-hour visit in which he hopes to soften Mexico's criticism of Washington's policy towards Central America and Cuba.

Mexico is at odds with the Reagan Administration over its arming of the junta in El Salvador and its tough stance towards Cuba and the left-wing Sandinista Government in Nicaragua.

The U.S. has not ruled out military action in Central America. President Jose Lopez Portillo told NBC Television last week that this would be a "gigantic error."

Mexico recognises the rebels in El Salvador fighting to topple U.S.-backed junta as a "representative political force." Mexico is also a major aid-donor to Nicaragua, unlike Washington which has cut off an aid to Managua. Mexico also enjoys good relations with Cuba.

Mr Haig's visit comes a week before the meeting of the Organisation of American States in St Lucia, at which he is expected to rally other Latin American countries towards the U.S. view of Communist threats to Central America.

Hugh O'Shaughnessy reports: Intense speculation about new candidates for the Argentine Presidency and the Economy Ministry is gripping Buenos Aires, following the assumption of interim powers by Gen Horacio Londo from the ailing Gen Roberto Viola.

Gen Londo, however, commented at the weekend: "My tenure of office is totally transitory."

The position of Sr Lorenzo Sigaut, the Economy Minister, is also in question. Sr Sigaut has been blamed for the recent speculation against the peso and fears of exchange controls.

REAGAN BUDGET MOVE

Veto 'a political gesture'

BY REGINALD DALE, U.S. EDITOR, IN WASHINGTON

PRESIDENT Ronald Reagan's dramatic veto was widely seen in Washington yesterday as primarily a political gesture designed to highlight the "spendthrift habits" of Congress against the sober good sense of the Administration. The actual sums of money at stake in the dispute are relatively minor in the context of the overall Budget.

The broad outcome, however, is that Mr Reagan turned down a Congressional offer of roughly \$2bn (£1.1bn) in additional spending cuts in fiscal 1982, against the \$8.4bn he had originally asked for in September. Last week he offered to meet Congress "half way," suggesting he could have settled for cuts of about \$4bn-\$5bn.

So the dispute concerns about \$3bn, a tiny proportion of a Budget deficit that some estimates put at up to \$100bn this year. It only needs a minor upwards movement in unemployment to wipe out the effects of a cut that size.

As it was, the confusion was such that many House

Democrats, in agreeing to a stop-gap resolution providing for \$428bn-worth of spending they had given the President what he wanted. Senate Republicans also thought Mr Reagan would accept the compromise he was offered on Sunday.

Their anger was thus all the greater when they learned that the fruit of their strenuous week-end negotiations was to be vetoed. Yesterday, Mr Tip O'Neill, the House Speaker, complained that even after the veto he did not know what the President wanted.

In his most bitter personal attack so far, Mr O'Neill said Mr Reagan "knows less about the Budget than any other President in my lifetime. He can't even carry on a conversation about the Budget."

It seems clear that one thing Mr Reagan objected to in the compromise was a plan to reduce spending on social programmes by 2 per cent, against the 4 per cent the Senate had earlier adopted and the White House had indicated it could live with.

Reginald Dale, U.S. Editor, portrays the divided cast of Washington's 'worst B movie'

White House actors lurch through political script



Left to right—Mr Ronald Reagan, President of the U.S.; Mr Alexander Haig, Secretary of State; Mr Caspar Weinberger, Defence Secretary; and Mr Richard Allen, National Security Adviser: "One big happy family"?

"THESE FLIP-FLOPS, these squabbles, the revelations of the last week—the script of the Reagan Administration is beginning to resemble the plot of a very, very bad B-class movie," said Mr Tip O'Neill, speaker of the House of Representatives, last week.

A cheap crack, of course, from one of President Ronald Reagan's most prominent Democratic opponents. But it's not just Mr O'Neill—it is the whole of political Washington—which has watched with daily increasing amazement, the lurching scenario which the Administration has found itself almost uncontrollably propelled through over the past 24 weeks.

During that short time this intensely political and scandal-conscious city has witnessed the two most senior members of Mr Reagan's cabinet, Mr Alexander Haig, the Secretary of State, and Mr Caspar Weinberger, the Defence Secretary, publicly arguing over an issue of intense sensitivity to America's European allies—the possible firing of a nuclear warning shot to head off a successful invasion of Western Europe by the Warsaw Pact's conventional forces. It has heard Mr Haig denounce an unnamed official in Mr Reagan's White House for conducting a "guerrilla campaign" to discredit him and get him sacked.

There was hardly a pause for breath before the near discredit for disloyalty, of Mr David Stockman, the President's brilliant young Budget Director, and the revelation that Mr Richard Allen, the President's National Security Adviser, had taken possession of an envelope containing \$1,000 in cash from a Japanese magazine as a "thank you" fee for arranging an interview last January with Mrs Nancy Reagan—and left it lying for gotten in an office safe.

He has now admitted that a couple of \$170 lady's watches changed hands as well. "Received" (all right) and "accepted" (not all right) are quite different, the White House argued rather desperately last week. It has now taken to issuing Mr Allen's statements for him rather than actively defending him.

Mr Allen explained that he had not wanted to offend the Japanese journalists by refusing the envelope, which some accounts now say has the figure \$10,000 written on it, as such honoraria were a Japanese custom. It has since, of course, been pointed out to Mr

Allen that he was at the time in the U.S., not Japan. Mrs Reagan herself has remained above suspicion. Her gift from the same source—a black lacquered hand-painted stationery box, estimated to be worth \$75—was immediately sent to the National Archives.

Of all the big names in the Reagan Administration's first division, only Mr Donald Regan, the Treasury Secretary, and the White House "big three" top aides, Mr Edwin Meese, Mr James Baker and Mr Michael Deaver, who together take most of the important decisions behind the scenes, have emerged unscathed. And yet, so far at least, the affable Mr Reagan has refused to disown any one of his allegedly errant knights and has even courted public ridicule by referring to his team as "one big happy family."

However, the cast would do justice to something rather better than a B movie: Mr Haig: Often testy and sometimes neurotic-seeming, acutely sensitive to any threat to his position, real or imagined, he is the cause of frequent embarrassment to Mr Reagan. The notorious difficulty he has in expressing himself clearly often leaves his listeners perplexed as to what he really means is not a reassuring quality, many feel, in one of the world's most powerful men.

U.S. teachers last week gave him a prize for being the least comprehensible man in Washington. Mr Haig, it has been rumoured in Washington for months, will have to go. But Mr Reagan, only recently called him the best State Secretary in years.

Mr Haig, the former NATO

Supreme Commander, is a dove, by the standards of the Reagan Administration and the only senior Cabinet member to put in the occasional word for the European allies. Many who know him well at the State Department complain that his talents and experience are unappreciated.

Mr Weinberger: A tough but charming hawk, who likes to compare today's Soviet Union to Hitler's Germany in the 1930s. He was technically right but almost certainly

Haig—if indeed such a person exists. The investigations into his conduct have been stepped up over the last four days and it may only be a matter of time before he succumbs.

Mr Stockman: An attractive grey-haired, 35-year-old wizard with figures, who now admits that his figures didn't really add up all along. He has let down the entire side by allowing himself to be quoted in a lengthy magazine article expressing doubts about the President's economic programme, doubts he

considered to have inaugurated the latest series of fiascos a month ago with an impromptu remark that appeared to sanction the fighting of a nuclear war limited to Europe.

Such remarks, and there are many of them, regularly have to be subsequently explained and re-interpreted by the White House press office and should not necessarily be taken at face value. If the actor strays from his script, the script still remains the official policy.

Self confidence is one of his hallmarks. He believes there is little which cannot be achieved with the pioneering spirit, good straightforward American moral values and a friendly slap on the back.

However, he finds it difficult, if not impossible, to understand fundamental ideological differences—a plight emphasised by the embarrassing, homespun contents of a personal letter he sent to President Leonid Brezhnev earlier this year, which Mr Reagan himself proudly read out to the television cameras last week. It seemed never to have occurred to him that Mr Brezhnev might see the world in a slightly different light.

That, with his apparently genuine disappointment that Moscow misunderstood his latest nuclear disarmament proposal, would seem to suggest that he will never begin to understand the Soviets. It would be less serious if he was surrounded by people who did.

There is no shortage of expertise in foreign affairs in Washington, but much of the policy-forming material which actually reaches Mr Reagan is filtered through the protective portcullis of "the big three" and then further condensed

into Mr Reagan's "child's guide" briefing. Self confidence and conviction, of which Mr. has plenty, are not low enough by themselves. Last 24 weeks, while he trusted advisers have been performing each other their political games, Mr. has twice had to face economic reality. He publicly abandoned his pious promise to balance federal budget by 1986 admitted at least partial for his plans for furthering cuts in 1983.

Last Wednesday's acclaimed speech on arms control was intended to message across to Moscow even more to Western. But his timing also helped to divert attention from the Administration's economic and personality problems.

Why, the Washington pundits are asking, do Reagan not sack some of the troublemakers? Mr. man, whose short-term political terms are the rule would be out on his own under most administrations. Mr Allen could rid of and hardly miss.

Mr Haig is a bigger President does not fire an important cabinet member. Such an action reflect damagingly on judgment in choosing Mr. as Secretary of State first place.

But that is not all Reagan, in the most stingy wants to be friends with one.

There are of course calculations as well. Of the past two weeks, embarrassing, are unbecoming. If Mr Reagan starts to sack the culprits could be opening a Pandora's box. His administration the White House fears a survival. Once it is established that one member can next could follow quickly.

Mr Reagan's style is above the fray, allow subordinate to take it. But he cannot in the escape responsibility if team he has chosen things go wrong. Washington's attention now on the government's crisis. Mr. Reagan is hoping that his other p will have receded by this week's long Thanksgiving is over. But, past 24 weeks have shown script may now have its own unstoppable—predictable—momentum.

Mr Reagan's style is to stay above the fray, allowing his subordinates to take the flak. But he cannot in the end escape responsibility for the team he has chosen when things go wrong.

wrong in practice in the nuclear warning shot argument, in which he said there was no plan "currently under consideration" to fire one—passing over what must be hunky dory at NATO headquarters.

One of the Administration's most powerful figures, Mr Weinberger has, so far, no blot on his copy book comparable to Mr Haig's. He is tipped as a Haig replacement if Mr Reagan takes the plunge and sacks his State Secretary.

Mr Allen: A Right-winger, who worked as a lobbyist for the pro-revolutionary Portuguese dictatorship has past connections with powerful Japanese companies. He is the White House resident wit, but not a weighty figure in counsels of state. He is suspected by many, almost certainly wrongly, as the "guerrilla campaign" leader against Mr

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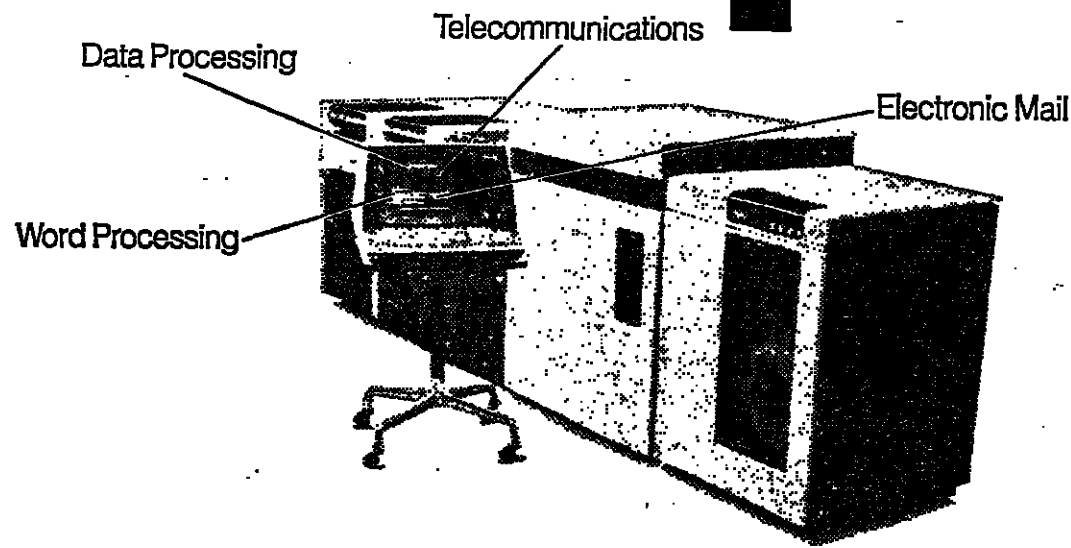
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July 1981

Indonesia forecasts payments icit for 6 years

ARD COWPER IN SANGKOK

A Ministry of forecasting the first overall balance of payments deficit for six years. The deficit is expected to be limited to 1 per cent of GDP in real terms, more than in previous years.

Wardhana, the minister, told Parliament a weekend the world oil market had finally caught up with Indonesia's oil exports. Pointing to the 12-month freeze on oil exports, he said the government was not returning to the non-oil exports, Mr said there would be a movement in state revenue.

Government limit their requests for next year's budget to 70 per cent of the previous year's. At the end of the year the Bank of Indonesia is forecasting a nominal oil price for 1981-82, which is given the country

a surplus on current account of around \$500m (£261m) and an overall balance of payments surplus approaching \$2.5bn.

In the event oil prices have been flat and the outlook for the balance of payments has been substantially worse by a 34 per cent decline in exports of Indonesia's non-oil exports which normally account for around 25 per cent of Indonesia's total gross foreign exchange earnings.

At the end of last week Mr Soegito, director-general for foreign monetary affairs, told Parliament that Indonesia would probably record an overall balance of payments deficit in 1981/82 of around \$800m.

What he did not say was that on current account, the deficit would be approaching \$2bn. This is in contrast to a \$2bn surplus on current account last year and a \$2.7bn surplus on overall balance of payments.

Despite the reduced outlook, however, Indonesia's economy seems set to grow at a healthy 7 per cent this year, not as fast as the record 9.6 per cent achieved in 1980 but still above target for the country's third five-year development plan.

na oil spect m b/d

China could produce a day of oil current exploration programmes successful, according to an Franssen, chief of the International Agency, China's oil production b/d in 1980.

Franssen told an Offshore conference in Canton that the increase in oil production at a time of declining output elsewhere would be a major factor in the mid-term and outlook for the world oil market.

proved reserves were at 17bn to 18bn. Experts generally put onshore resources at 60bn barrels and offshore at 15bn to 25bn.

Franssen said future reserves were expected to increase significantly from offshore.

Franssen, chair of the Hongkong and Banking Corporation, funding of China's oil exploration and by 1985 would be at least \$10bn (£5.2bn) and the \$10bn required

banks seek val of olding tax

Hong Kong Correspondent

Hong Kong have the Government with a view to lifting the withholding tax on currency deposits.

Mr John the more than 100 of the Hong Kong of Banks solidly removal of the tax, which would be able to attract more foreign currency, enhancing Hong Kong as a syndication

stralian construction stry reports boom

UCIA NEWBY IN CANBERRA

CONSTRUCTION industry estimates of engineering projects ready to start in Australia have risen to \$55.7bn from \$53.6bn in June.

Official director of the of Construction Commission criticised recent talk of a construction boom and said the industry was in a state of stagnation.

At the weekend, said published project such as ICI's proposed chemicals plant in and BHP's blast furnace in Newcastle in New South Wales have been replaced by projects.

\$500m Winchester mine and the \$450m South underground in Queensland now to go ahead.

national catalogue of and drawing board des smelters, mines, and oil and gas it excludes associated are including port and road and rail schemes.

month's round-up of

economic statistics from the Treasury showed that estimates of the value of work yet to be done in private construction rose 84 per cent in the 12 months to June and that the

A 48-hour national strike by metalworkers which began at midnight on Sunday has paralysed large sections of Australia's manufacturing industry, our Canberra correspondent reports. More than 250,000 union members stopped work in protest at the employers' failure to make an offer on their claims after weeks of talks. The workers are seeking rises of about \$325 (£21) a week with index-linking and a reduction in working hours from 40 to 35.

value of commencements of projects rose by around 60 per cent in the same period. The value of construction work carried out in the year to June rose by 52 per cent on the previous year.

The B-52s head for Wadi Natroun

BY ANTHONY McDERMOTT IN CAIRO

TODAY, over Egypt's western desert near Wadi Natroun where the Coptic Pope Shenouda is in exile after his deposition last September by the late President Anwar Sadat, six huge U.S. B-52 bombers will attack a target area of 1 km by 30 m. The planes will have flown from Minot, North Dakota, having refuelled over the Atlantic and will immediately return to their base.

The bombing is expected to be the spectacular climax to operation Bright Star—joint exercises between U.S. forces and their counterparts in four Arab states. It was mainly designed to prove that the U.S. Rapid Deployment Force was as

good as its name and could be used swiftly to offset the perceived threat in the Middle East by the Soviet Union or its surrogates.

However, it took the U.S. armed forces three days to get 17 M-50 tanks from the dockside in Alexandria, to the area where 4,000 U.S. troops, joined by a similar number of Egyptians, will be carrying out exercises near Cairo West air base 40 km from the capital. This airbase has been the Bright Star nerve centre.

Bright Star is a far more elaborate affair than its equivalent last year. The Arab countries involved are Egypt, Sudan, Somalia and—somewhat nervously—Oman. In Egypt, the joint exercises and displays will end on Thursday, Thanksgiving Day, and will have involved, among others, units of the 82nd Airborne Division.

The exercise in Sudan is to last until December 15 and involves 350 U.S. troops in training in desert warfare and survival. The operation in Somalia ends today after nearly a fortnight. There have been no joint operations there with the 250 U.S. troops involved.

Press comment in Cairo, quoting Lt Gen Abdel-Halim Abu Ghazala, the Egyptian Defence Minister—one of whose favourite themes is the

Soviet encroachment on the Arab world and its oil resources, has emphasised the benefits to the Egyptian armed forces of the joint exercise, which give them a chance to become familiar with U.S. equipment.

The U.S. has been deriving its own benefits from operating Egypt's Soviet-built equipment, which although out-dated still forms a key part of Egyptian defence.

But the question must now be how keen Egypt and other Arab countries are to be seen associating so closely with U.S. troops.



General Kingston of the U.S. Rapid Deployment Force (right) and Gen Abu-Ghazala, Egypt's Defence Minister, watch the exercises

EEC states to join Sinai force

BY OUR FOREIGN STAFF

FOUR European Community states yesterday committed themselves to participating in the U.S.-designed Sinai peace-keeping force once Israel withdraws next April.

Lord Privy Seal, told Parliament yesterday, committed the four governments to the four understandings on which their participation in the Sinai force was based. These were that the force existed solely for the purpose of maintaining peace in Sinai following Israel's withdrawal; that the force would be reviewed if the United Nations could agree on an international force; that participation did not commit the governments to other peace-keeping arrangements or exclude them from such arrangements;

and that participation was without prejudice to their existing policies.

The four have won the backing of the 10 members of the EEC, overcoming Greek objections that not enough attention was paid to the Palestinians and French objections that too much attention was paid to Egypt.

Ministers differ on Saudi plan

BY RICHARD JOHNS IN FEZ

ARAB Foreign Ministers were yesterday far from reaching a broad consensus supporting Saudi Arabia's eight-point Middle East peace plan as they continued to prepare for the summit conference scheduled to start in Fez tomorrow.

Delegates said that the proposals would probably be deferred for consideration by the Heads of State.

At issue is acceptance of the seventh point, concerning "the right of the states in the region to live in peace" which has been interpreted by some

observers as providing for implicit recognition of Israel. Such is the ambivalence of the Palestine Liberation Organisation, Syria and Iraq that there is some doubt whether Arab leaders will be able to give the kind of clear-cut endorsement to the plan sought by Saudi Arabia.

As the Ministers adjourned yesterday, Prince Saud al-Faisal, Saudi Arabia's Foreign Minister, acknowledged that there were "differences" but expressed optimism about eventual agreement. Of critical importance in this respect is the current visit to Riyadh by Mr Yasser Arafat, chairman of the PLO. It is the second he has made within three weeks for talks with Crown Prince Fahd and other Saudi leaders.

So far, only the Libyan delegate to the Foreign Ministers' meeting, Mr Abdul Aati al-Obeidi, has attacked the Saudi plan.

Contrary to reports, the PLO, Syria and Iraq have neither accepted nor rejected the proposals, though they have expressed reservations.

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WORLD TRADE NEWS

Thatcher delivers warning to construction industry

BY PAUL CHEESBRIGHT, WORLD TRADE EDITOR

MRS THATCHER, the British Prime Minister, yesterday spelt out the Government's support for UK construction companies bidding for project business abroad, but warned that official support is worth nothing unless the companies are supremely efficient.

"The Government can do nothing to help companies unless the companies are competitive on price, quality and delivery," she told the Export Group for the Construction Industries in London.

Growing intervention

Her remarks came against the background of growing official intervention in support of the industry's efforts abroad. Such intervention was evident, for example in the Davy Corporation's successful bid to win a £125m steel mill contract in India.

Since the present Government came to power in May 1979, there has been a reorganisation in the Department of Trade precisely to make this intervention more unified and effective.

The diplomatic and political

support afforded by the Government is one of three areas of activity noted by Mrs Thatcher which constitute the Government's role in helping the construction industry win business overseas.

Another sphere of support is the Export Credits Guarantee Department (ECGD). Forestalling the publication of ECGD's figures next month, Mrs Thatcher said that in the last financial year, ECGD provided cover for £17bn of exports and supported £3bn of finance at subsidised interest rates.

The third sphere cited by Mrs Thatcher is the provision of aid. Many countries would prefer to reduce multilateral aid and increase bilateral aid, she noted. "I certainly would." This would enable greater choice of projects to support.

Refusal to change

But she refused to change the structure of the Government's aid budget, arguing that developing countries take into account what industrialised countries provide in multilateral aid when granting bilateral contracts.

Bonn to sell more food to Moscow

By Leslie Collett in Berlin

WEST GERMANY will export DM 1bn (£233m) worth of agricultural products this year to the Soviet Union, a 50 per cent increase over 1980. The West German Agricultural Marketing Board said the record sales resulted from greatly increased purchases by the Soviet Union of beef, sugar, flour and groats (crushed grain).

West German agricultural exports, which totalled DM 17bn last year, are the country's fourth largest after machinery. West Germany is also the world's fourth-ranking agricultural exporter after the U.S., France and the Netherlands, and is followed by the UK, Brazil and Australia.

West German sales of food to the Soviet Union are expected to increase in coming years. By contrast West Germany imported enormous quantities of food from the Soviet Union 50 years ago. According to Herr Claus Boecking, head of the board's foreign department, the Soviet Union is now "buying food on the basis of political decisions wherever they can get it." West German butter exports to Moscow had collapsed this year, he said, and were replaced by sales from other European countries.

Kevin Done in Frankfurt reports on the terms of West Germany's gas deal with Moscow

Soviet Union takes unpalatable medicine

THE Soviet Union is being forced to take a dose of its own unpalatable medicine as it draws up the final contracts for its latest controversial natural gas supply deal with Western Europe.

In negotiating with Western plant contractors for pipes and equipment for the 5,500-km gas export pipeline from western Siberia, Moscow beat down prices to minimum levels by carefully shopping around world markets before playing off one equipment supplier against another. At the same time it took advantage of the cheapest available credit.

In its negotiations with the potential gas purchasers, however, the boot has been on the other foot.

The actual prices of most international gas contracts are guarded like the crown jewels, but it is evident from the agreement reached by Moscow with West German gas companies that the Soviet Union has this time had to make important concessions, back-tracking considerably from its original price demands.

Dr Klaus Liesen, chief executive of Ruhrgas, made plain at the week-end that the West German gas companies had been successful in holding the line against any demands for "crude oil parity" pricing. The natural gas price agreed with Moscow and the index-linked for future price movements has been tied "over-

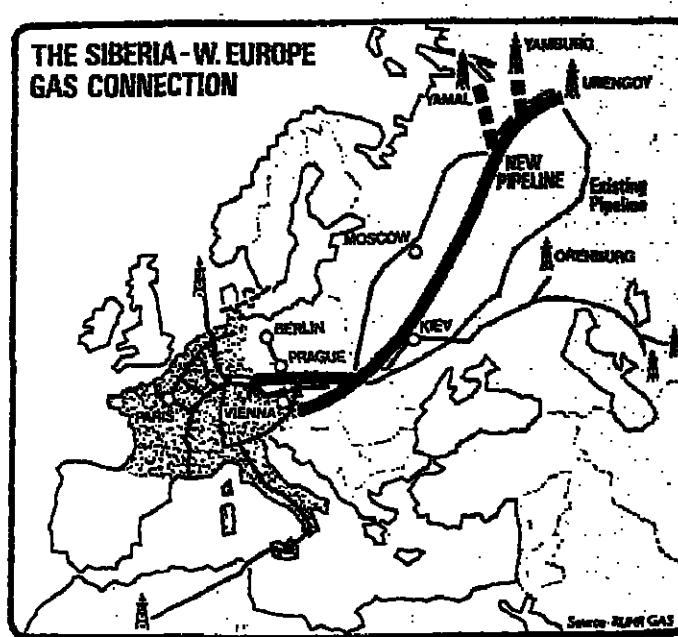
whelmingly" to heating oil and fuel oil prices in the West German energy market. The point might appear technical, but is of crucial importance to Western gas distributors, who want gas to remain a competitive fuel in their domestic energy markets in the face of demands for higher prices from leading gas producers.

The call for parity pricing with crude oil has been led by Algeria with backing from other members of the Organisation of Petroleum Exporting Countries. But it is being fought resolutely by most West European gas purchasers.

"The Russians had to realise that the prices they were demanding had to be kept in line with competing fuels, or else there would have been no agreement," said a Ruhrgas executive.

As late as last May the Soviet side was holding out for a higher price than that agreed last year by Ruhrgas and other continental gas companies with Statoil, the Norwegian state oil and gas company, for supplies from the North Sea, Stavfjord Field.

Those supplies—around 2bn cubic metres a year—will come to West Germany—are understood to have been contracted at a price of \$5.50 per million BTU (British Thermal Units), and have escalated since to around \$5.80 per million BTU. The gas will not start to flow



until 1988, but Ruhrgas has made clear that such a high price was only paid for strategic reasons.

Continental gas buyers were determined to ensure that the gas pipeline to be built from the northern Norwegian gas fields would come ashore on the continent and not on the coast of the UK, the competing bidder. For such relatively small quantities it was ready to pay a premium to ensure future strategic access to the estimated 1,200bn cubic metres of natural

gas available for recovery in northern Norwegian fields. "One cannot buy further quantities at such prices," said Dr Liesen.

For the Soviet Union it was vital that agreement be reached with West Germany for the gas export project to succeed at all. West Germany is taking 10.5bn cubic metres a year of the total 40bn cubic metres a year that will begin to flow in 1982.

In return for concessions on price, however, the West German gas companies have agreed to fix a minimum price for the duration of the 25-year contract. Such a condition has rarely featured in earlier contracts, but was included in the abortive supply contracts with Iran which were put on ice in the aftermath of the Iranian revolution.

The clause is important to Moscow, which is facing an investment of an estimated \$15bn in the new export pipeline system from western Siberia. The minimum price, which is not index-linked, guarantees Moscow a certain minimum rate of return on the project.

Reports from Paris suggest that the minimum price agreed by Gaz de France in its talks with Moscow is \$5.70 per million BTU. Ruhrgas has fixed its prices in D-Marks—not in dollars—and will pay on a 61 basis of gas delivered at the West German border with payments being made in D-Marks. The trump card held by Ruhrgas is that it has negotiated on behalf of all the West German gas companies, a five member consortium including Salzgitter Ferogas, Thyssen-Gas, BBE (a joint venture of Shell and Esso) and Deutsche BP.

A FINANCIAL TIMES SURVEY COLOMBIA

December 9, 1981

The Financial Times proposes to publish a Survey on Colombia in its edition of December 9, 1981. The provisional editorial synopsis is set out below:

INTRODUCTION: The development of President Turbay's presidency. The political scene.

Editorial coverage will also include:

Economy Medellin

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ICC congress hears attack on defence and business policies

BY FRANK GRAY IN MANILA

DEVELOPMENT countries were severely criticised yesterday for wasteful defence spending undertaken at the expense of economic development projects.

Both industrialised and developing nations were also called on to roll back the frontiers of the state in order to give private enterprise room to generate economic recovery.

The remarks were delivered by Mr Mohamed Ali Rangoonwala, president of the International Chamber of Commerce, at the opening session of the chamber's world congress attended by 1,500 delegates.

His criticisms about the low status given to private enterprise in some economies were seen as a direct affront to President Ferdinand Marcos, who attended the opening session. Some said it was the strongest ever given by a foreign dignitary before the President.

Mr Rangoonwala, a Pakistan businessman, said developing countries spent an estimated \$20bn (£10.5bn) on arms imports last year, equivalent to about 70 per cent of their estimated official aid receipts in the same period.

"It is difficult to ascertain what percentage of this total resulted from genuine defence needs, and how much was spent for the defence of rulers



Marcos: quick reply

MAN of West Germany is re-thinking its two-year-old, \$50m (£23.3m) diesel engine plant project in the Philippines, the country's first diesel engine plant, Emilio Tagaza reports from Manila. If the company is unable to collect \$20m due from its local partner, it will drop out of the project.

The Philippines Government has re-opened bidding for the project through its board of investment, and MAN has agreed formally to withdraw once the Government finds a satisfactory bid. Cummins of the U.S., Isuzu of Japan, and Perkins of the UK have shown interest

and politicians," he said. "With the explosive growth of state intervention in every

sphere, governments have found it increasingly difficult to finance their extravagant expenditures and service their accumulated mountains of debts.

"In short the taxpayer is no longer able to support the dead-weight burden of the public sector in the style to which the latter has become accustomed, and so government have resorted to the unbridled use of printing presses to pay their way," Mr Rangoonwala said.

The ICC chief levelled equally pointed barbs at elements within the private sector whose greed often brought sound business principles into disrepute.

Mr Marcos, in his speech, praised the recent North-South summit talks in Cancun, Mexico, for reinforcing the dialogue between rich and poor countries. He also reviewed the Philippines' own economic development programme.

But with obvious relish and with measured words he departed from his text to deal with Mr Rangoonwala's remarks. "Are Mr Rangoonwala's comments intended to be general?" Mr Marcos asked. "Or is he directing his remarks at a particular country such as Pakistan?" His riposte brought a roar of laughter from the audience.

Still smiling, the President reassured the congress that the Government supported private enterprise and was not in favour of state capitalism. "I suppose that is one of the reasons I am in power," he added.

Car trade patterns 'to persist'

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

THE restrictions agreed between Japan and the major car producing countries will not have any dramatic long-term impact on patterns of world trade, according to DRI Europe, the former Economic Models forecasting group.

In its latest report, DRI forecasts that Japanese car exports will rise from last year's 3.9m to a little over 4m this year and maintain steady progress to a peak of around 5.3m in both 1985 and 1986.

The percentage distribution of Japanese car exports will not change much, because the markets outside North America and Western Europe are simply too small to allow for much redirection.

DRI offers five reasons why there will be no long term effects

THE AUSTRALIAN Government is considering whether to follow the U.S., Britain and some other EEC countries and ask Japan voluntarily to limit motor vehicle exports to Australia. Patricia Newby reports from Canberra.

Voluntary restraint by Japan, which has captured about 80 per cent of Australia's 100,000-unit imported vehicle market, would give the Government of Mr Malcolm Fraser more flexibility in reducing non-tariff barriers to vehicle imports.

generally short term.

● The established industries in those areas will have made substantial improvements to both their model ranges and their production techniques by 1984.

● There is no scope for Japan to redirect built-up car exports away from the major markets.

● There is within the major markets a substantial lobby in favour of ending the restrictions.

DRI also says there will be a declining trade in built-up cars between continental regions in favour of trade in components. Trade in completed cars within the regions will also grow in importance, it says. Over the past five years in Europe, the UK and Italy have largely lost their shares, but from 1983 onwards, the new products ranges of BL and Fiat should add significantly to European car trade flows.

S. Africa lines lose \$10m

BY BERNARD SIMON IN JOHANNESBURG

LABOUR problems at Southampton docks in Britain have cost member lines of the South African-Europe container service around \$10m (£5.25m) this year, according to Mr Anthony Butterwick, a director of OCL, the British shipping line.

No containerised cargo shipped from Southern Africa to Britain in the past three months has been sent directly to Southampton. Instead, it has been trans-shipped at European ports, mainly Rotterdam and Le Havre.

The Europe-South Africa shipping conference, which recently experimented with calls at Bristol.

According to Mr Butterwick, the 26 member line of the conference expect trading conditions in 1982 to be even more difficult than this year. They are currently carrying a return of only about 2 per cent on their investments.

The lines have been plagued by a large imbalance between north- and south-bound cargo for the past 18 months.

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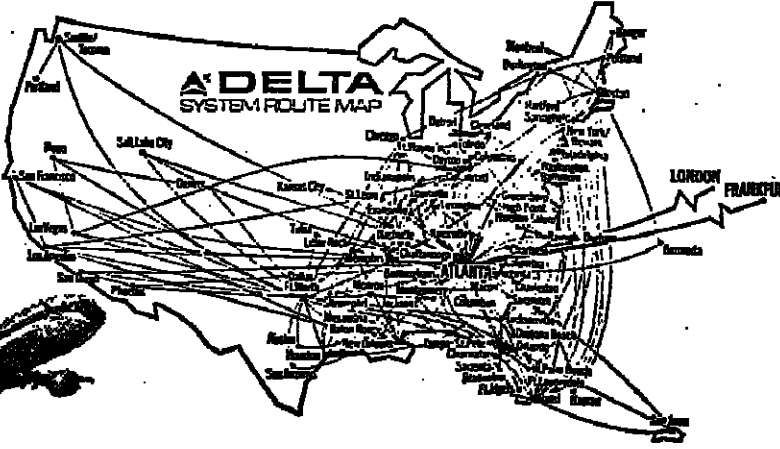
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P starts talks on sale of Isle of Grain refinery

DAFTER, ENERGY EDITOR

PETROLEUM has discussed the sale of its refinery on the Isle of Grain, with a number of interested parties.

It seems unlikely that it will be sold as a going concern, but a 60-acre site would be available for other industrial or domestic purposes, possibly with deep water.

The UK refining and petrochemical industry, said last night, is pursuing a number of options for the refinery, which is being closed down by the end of the year.

The refinery, which is owned by the British Petroleum Company, has been operating since 1967.

The refinery is one of the largest in the world, and its closure will result in the loss of 1,100 jobs.

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Laker debt rescheduling may face resistance

By Alan Friedman

SIR FREDDIE LAKER'S attempt to win the rescheduling of his airline's \$131m debt-related debt appears to be running into serious resistance from two banks in West Germany.

The banks — Dresdner Bank and Bayerische Vereinsbank — are members of the loan syndicate led by Midland Bank International. Until last week, the Midland syndicate was expected to follow the North American syndicate led by Citibank, which has agreed to provide Laker Airways with a 12-month deferral on repayment of principal.

Ten of the 13 members of the Midland Bank syndicate have given their approval to the rescheduling proposals and formal agreement on the package was expected by now. In West Germany, however, key bankers appear to be concerned about the future profitability of Laker Airways. One banker involved in the rescheduling negotiations said: "We have some doubts about whether the Laker business can be kept in profit."

This bank's reluctance to agree to the rescheduling package without further security was based on a desire for more information about Laker's viability.

"You can reschedule for months and years, but the interest burden grows," the German banker went on. Of particular concern was the failure of Laker Airways to match its revenues with its costs.

"They have not been able to control their foreign exchange in the past and we are afraid this problem will continue," the banker said.

House prices drop 10% in certain areas

BY ANDREW TAYLOR

HOUSE PRICES have come under increasing pressure in the run-up to higher building society mortgage base rates. Most societies raised their rates to 15 per cent at the beginning of this month.

A national survey of more than 200 estate agents reveals that prices for certain homes have fallen by up to 10 per cent in some areas compared to a year ago.

The survey, by the Royal Institution of Chartered Surveyors, showed that more than 35 per cent of agents reported that house prices were falling in the three months to the end of October. Only 5 per cent said they were rising, while 60 per cent said prices had remained static.

A similar survey conducted in August showed only 8.5 per cent of agents reporting falls in prices during the quarter to the end of August.

The latest survey indicates that there has been a distinct softening of prices since mid-summer, particularly for estate houses built since the Second World War.

Almost half of the agents said prices for post-war detached houses fell in the three months to the end of October. Almost 43 per cent reported cheaper post-war semi-detached houses.

A special survey in Wales reflects the national trend, with a marked downturn in the price of post-war detached homes, the institution says.

Prices for a wide range of properties appear to have come under increased pressure this autumn, although most agents still say that prices have remained mainly static although falling in real terms.

Nevertheless, just over a fifth of the agents questioned about movements in prices for pre-1919 terrace houses — previously a more buoyant sector of the market, reflecting solid demand from first-time buyers — said prices for these properties were falling.

Comments from individual estate agents show strong regional variations in price performance of different categories.

Buckell & Ballard in Reading said some purchases had fallen through in September and October ahead of the projected rise in mortgage rates. Some deals showed prices 10 per cent lower than those of a year ago.

Mr John Thomas, the institution's spokesman on house prices, said: "For the first time for many years there is a continuing trend in lower prices. As with most forms of investment, a market correction is not unexpected, but there is at the moment no reliable forecast of an upward trend in prices before next year."

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Dungeness A plant to reopen

TIM DICKSON, ENERGY CORRESPONDENT

ESS A power station, three nuclear plants with the discovery of flaws, is expected to be closed for commercial operations after almost two years.

Central Electricity Generating Board said yesterday it had received permission from the Nuclear Installations Inspectorate to begin testing at the number two reactor, which is now safe.

The reactor was shut in last year. The station's one reactor was closed in 1979, and is still out of service.

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in Gloucestershire, concern the steel bellows in the high-pressure gas coolant circuit of the three reactors.

The bellows take up the expansion as the gas coolant circuit, carrying hot gases from reactor to boiler, heats up.

The flaws come to light through ultrasonic inspection techniques not available when the reactors were built. The CEGB believes the flaws have probably been there since the station opened.

It has now convinced the nuclear inspectorate that the main bellows on the number one reactor are safe. It is now replacing several bellows on the number one reactor, which it hopes to bring back into operation in the first half of next year.

The board has spent £12m at Dungeness on inspection, repairs and replacement. The

closure of the three stations is estimated to add more than £1m a week to the board's fuel bills as old and relatively inefficient coal-fired capacity is brought into service.

The board hopes to bring the number one reactor at Berkeley power station back into service shortly, probably early next year, but it will have a reduced output.

The reactor has eight gas coolant circuits, two of which have been affected by the flaws. These two are expected to be sealed off and the reactor run on six circuits, cutting its generating capacity by more than 25 per cent.

The number two reactor at Berkeley, which shut for its normal inspection in March this year, is still undergoing tests. It appears its problems are similar to those at the number one reactor.

Energy research funding 'inadequate'

TIM DICKSON, ENERGY CORRESPONDENT

about the long-term of the Government's energy research and development projects have been the International Energy Agency in a report on development and energy projects, says the UK faces the UK's long-term energy needs.

The report notes that the Government's energy RD and D budget last year was about £190m—16 per cent below the 1979 level in real terms.

The budgets of International Energy Agency member countries as a whole increased 9 per cent in real terms compared to 1979, totalling nearly \$8.4bn (\$4.4bn).

Countries with the largest increases were Greece, Japan, Spain, Italy, New Zealand and Ireland.

However, over the three year period from 1978 to 1980 the overall growth rate declined. It was 14 per cent in 1978 and 11 per cent in 1979.

Dr Eric Willis, director of the IEA's energy research office, points out that while some governments have reduced funding for research and development, industry is playing an increasingly important role.

"Energy Research Development and Demonstration in the IEA Countries, 1980 Review," IEA 2, Rue André Pascal, 75775 Paris Cedex 16.

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UK NEWS

Lorne Barling looks at Aston's U.S.-style experiment

Science and industry find a matchmaker

ATTEMPT to establish a science-related industrial area, similar to those in the U.S. next to Birmingham's Aston University, has been initiated by Professor Frederick Crawford, the university's Vice-Chancellor.

Prof Crawford recently took up the Aston appointment after more than 20 years at Stanford University, California, where a 600-acre "science park" has been developed, using academic knowledge to develop new products.

Birmingham City Council has committed £2.5m to the project and promised up to £40m, responding to the serious decline in traditional industry in the West Midlands and the need to encourage the growth of high-technology companies.

Funding

Prof Crawford believes, however, that venture capital of the kind available in the U.S. will be the key to success in the Aston experiment. "In the U.S. people are prepared to provide money with no return for up to five years, and make their profit after that through the company going public or being sold," he said.

Although funding of this kind is not widely available in Britain, Prof Crawford says banks and institutions are thinking more seriously about how to meet this need. Conditions are right for a U.S.-style science park, he says. No such park exists in Britain because the right mix has never been achieved.

Britain already has its own science parks. The Birchwood park at Warrington has been so successful that a second phase has been launched, and one at Cambridge has been going some time.



Earlier this month plans to develop two new areas on the same day, in Glasgow and the Wirral, and other universities have plans to develop such areas.

Prof Crawford believes the U.S. parks' success has derived from four ingredients: basic ideas; entrepreneurs; venture capitalists; and the proximity of fledgling companies to the university. The last was vital in allowing constant association and cross-fertilisation of ideas.

As in the U.S., tenants on the Aston site are likely to be groups of people with innovative ideas from small- or medium-sized companies whose ambitions may have been blocked.

The essential requirements of the project is that it should reduce the development time of new products. Studies in the U.S. have shown that under normal commercial conditions it often takes 10 years for a new product, derived from research, to reach full-scale production.

Moreover, at each step in such product development, from scientific paper to prototype, through limited production and finally to full-scale manufacture, the capital requirement increases on average by a multiple of 10.

Prof Crawford said: "This can be reduced substantially if the people who make the product are near those who have the ideas, and the right kind of venture capital is available."

He is also concerned that new companies should have the ability to expand and move off the Aston site into park-like industrial areas, which the council promises will be available, thus allowing others to take their place.

Rapid growth is often a reason for the failure of small concerns, however, since they are usually undercapitalised and have weaknesses such as poor marketing. Efforts will be made at Aston to ensure that syndicates backing new ventures will be prepared to provide five-year financial backing and some management support.

Prof Crawford believes another potential problem is the unwillingness of many small companies in the UK to increase their capitalisation by allowing investors to take a majority share. In the U.S. it is typical for investors to take more than a 50 per cent share.

Government encouragement to increase the provision of venture capital would help the project.

The university will be able to offer its extensive technical resources to tenant companies and Aston staff and post-graduates will be encouraged to become involved in their work even, through personal investment.

Prof Crawford said: "All Universities with science and technology interests ought to be surrounded by science parks."

Councillor Clive Wilkinson, leader of Birmingham City Council, is fully committed to the scheme, which was mooted some years ago. A representative of the council will sit on the scheme's board, which will soon be appointed. A managing director will run the day-to-day affairs.

Provided

The initial grant from the council will be used to renovate existing buildings and provide new ones on the 3.5 acre site, which will later be expanded to about 10 acres. Premises will be up to 5,000 sq ft and designed for research and development rather than large-scale manufacturing.

Mr Wilkinson said: "We provided about £40m to get the National Exhibition Centre off the ground and are prepared to do the same on this project. We are committed to seeing it become viable and the council is determined it will be a success."

It is hoped the scheme will create up to 15,000 jobs in the West Midlands, but this depends largely on how this U.S. concept is received in the heart of British industry, and what level of support it receives from more adventurous investors.

Recession hits North harder, says review

By Anthony Moreton, Regional Affairs Editor

THE GAP between living standards in the North of England and the more prosperous parts of Britain "remains as wide as ever," according to a new economic review published yesterday.

Mr Fred Robinson, editor of the Northern Economic Review, claims in a review of the state of the region: "In virtually every respect the North is disadvantaged, suffering disproportionately from the effects of recession combined with Government policies."

The Government, he claims, has clearly lost interest in regional policy.

Last year the 46,000 jobs lost were almost equal in number to the 50,000 created between 1981 and 1979. The region's share of national production is continuing to fall and it appears that its share of industrial investment is also declining.

Road programmes have been cut, revenue support for public transport reduced, sewerage systems are in need of replacement and the North still has a larger area of derelict land than any other English region," says the report.

It urges the Government to build a regional dimension into all of its policies. Investment and spending decisions, for instance, should allow for the additional needs of the North as well as for those of other needy regions.

Northern Economic Review £1.50. From Centre for Urban and Regional Development Studies, Newcastle University, Newcastle.

Councils optimistic over EEC textile quota talks

BY NICK GARNETT, NORTHERN CORRESPONDENT

LOCAL AUTHORITIES are optimistic about the outcome of discussions to fix a European mandate for negotiations on a new Multi-Fibre Arrangement following a meeting with Mr Peter Rees, Minister for Trade.

Members of the Local Authorities Textile Action Committee last week pressed Mr Rees for assurances that the Government would continue to take a firm stand in negotiations in Brussels to formulate the European position.

This position will be represented by an EEC delegate in talks under way in Geneva on a new arrangement.

The UK, France and Italy, have been taking a hard line on imports to the EEC, compared with the approach of West Germany, Denmark and Holland.

Mr Rees, who has proposed a surge mechanism to control the utilisation of unused annual export quotas in the following year, gave local authority representatives the impression that the UK's position will be reflected in the overall European mandate.

Negotiations on the European position are continuing this week and it is hoped the mandate will be finalised on December 8. Representatives of the committee, which involve local authorities almost exclusively in the North-West, emphasised to Mr Rees the burden on the community of derelict land and buildings caused by the textiles recession.

In Greater Manchester and Lancashire, 6.5m sq ft of old multi-storey mill space is for sale, compared with 4m sq ft last year. Since July, six textile plants have closed in the North West, taking the total to 41 this year. The number of man-days lost through short-time working in the industry in August alone was 26,000.

BY RAYMOND SNOODY

COLUMBIA Pictures yesterday announced that it has acquired the world-wide distribution rights of Gandhi, Sir Richard Attenborough's latest film. It is the first time Columbia has distributed a film world-wide.

The film will open next October or November on the same day in such cities as New Delhi, Moscow, London, Washington and New York. Columbia says it is preparing to spend a record sum for the studio on its promotion.

Mr Frank Price, chairman and president of Columbia, said yesterday that after seeing the "roughs" he believed the film was so exceptional that it justified a world-wide effort.

"We are usually in the business of distributing Columbia-produced films but we think this is the most extraordinary film we have seen," he said.

Goldcrest Films, whose previous films have included Chariots of Fire, arranged the finance for Gandhi and carried out the negotiations with the Indian Government. The largest shareholder in Goldcrest Films International is Goldcrest Films and Television, a holding company for the film and television interests of Pearson Longman, publishers of the Financial Times.

The \$22m (£11.53m) film, which was completed within its budget, was 60 per cent financed by Goldcrest Films, Pearson Longman and Goldcrest subsidiaries, 30 per cent by the National Film Development Corporation of India and 10 per cent by International Film Investors of the U.S.

Mr John Eberts, chief executive of Goldcrest, said he believed the film would have an almost indefinite life. It has just about everything—passion, peace, achievement and a very dramatic ending.

Mr Price said the film would be shown in 6,000-8,000 U.S. cinemas and he was sure this despite its background of British colonial history and Indian nationalism it would be "a tremendous hit" in the U.S.

"We distributed Tess in the United States and all the other distributors felt it was not a product for the U.S. market. But it was a hit in the U.S.," he said.

Goldcrest believe it is very likely Sir Richard Attenborough will make more pictures for it.

Guernsey proposes tax allowance improvements

FINANCIAL TIMES REPORTER

IMPROVED personal income tax allowances for 1982, costing £2m, were proposed by Guernsey's finance committee in its budget report published yesterday.

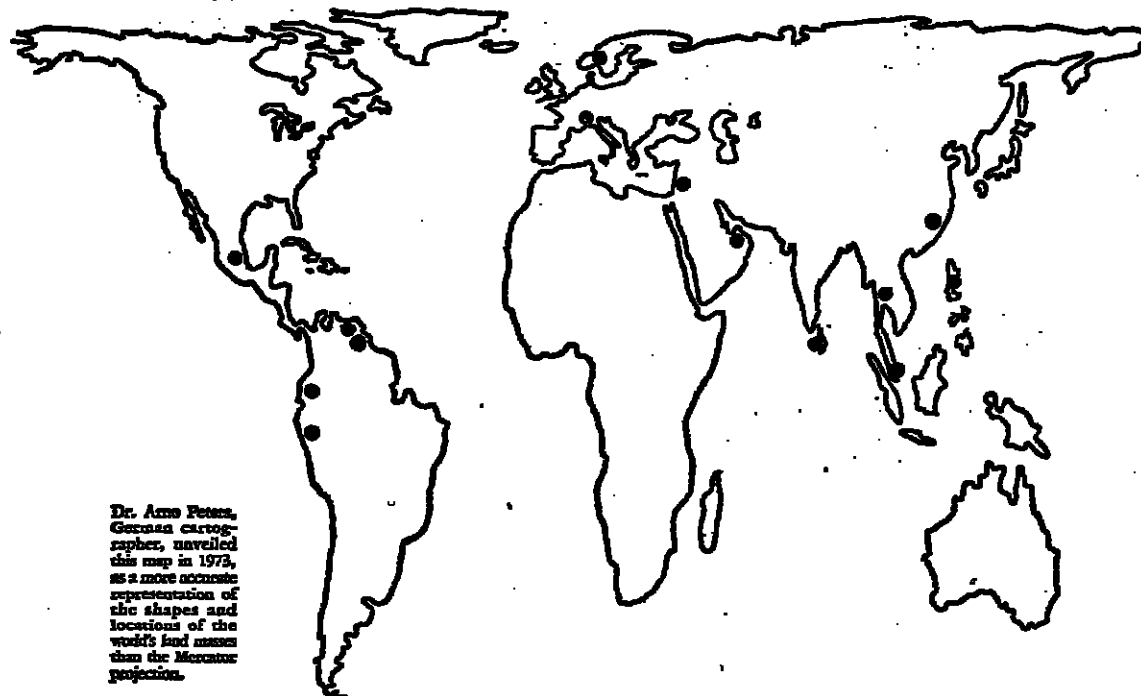
The basic allowance for a married person will go up from £1,300 to £1,800, with an additional allowance of £500 (against £300) if total income does not exceed £8,500 (£8,000). A single person will get 50 per cent of these allowances.

No increase is proposed in the Island's rate of income tax which has been 20p in the pound since 1960.

The only change planned in indirect taxation is that duties in Alderney, which went up by only half Guernsey's last increase a year ago, should now be brought into line with those of the larger islands.

Guernsey's ordinary revenue for 1981 is estimated to be £5.4m more than the original forecast of £52.8m, mainly due to higher income tax receipts than expected.

Some Very Uncommon Newspapers Have One Thing In Common



Dr. Anne Peters, German cartographer, unveiled this map in 1973, as a more accurate representation of the shapes and locations of the world's land masses than the Mercator projection.

THE LANCET
LONDON, ENGLAND
THE NEW YORK TIMES
NEW YORK, U.S.A.
EL COMERCIO
BUENOS AIRES, ARGENTINA
EL DIARIO DE CARACAS
CARACAS, VENEZUELA
LA PRENSA
LIMA, PERU
LOS DIAS DEL NOROCCIDENTE
MEXICO CITY, MEXICO
THE DAILY MIRROR
MELBOURNE, AUSTRALIA
THE NEW YORK TIMES
NEW YORK, U.S.A.
THE CHINA PRESS
HONG KONG
THE HONG KONG FREE PRESS
HONG KONG
THE HONG KONG FREE PRESS
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世界新聞

Newspaper print workers offered rises near 5%

BY JOHN LLOYD, LABOUR CORRESPONDENT

NATIONAL newspaper owners have offered their 30,000 print workers rises of about 5 per cent from next January, adding an estimated £20m to Fleet Street's wage bill.

The four print unions — shortly to shrink to two if agreed mergers materialise — are to take the offer back to their executives. It is likely that it will then be put out to a ballot of the national newspaper membership, with or without a recommendation.

The Newspaper Publishers' Association, the body which represents national newspaper proprietors, told the unions that the offer was final.

Earlier this month, Sir Richard Marsh, chairman of the NPA, had warned the print union general secretaries in a letter that the industry was expected to show a loss next year, and that some papers faced closure.

However, the NPA's first offer

of a nil increase for the first six months of next year followed by a review in July was increased in the course of a six-hour meeting yesterday.

The owners have also said they will set up a joint committee with the unions to investigate the feasibility of making print workers' pensions transferable, and will also look into the problems of low-paid print workers. The NPA agreed that any extra payments for low-paid workers would be backdated to the settlement date of January 1. The offer includes a minimum increase level of £6.25.

The NPA side took in all national newspapers this year, including the Mirror Group, which has been pursuing separate negotiations with its unions for some years. Last year, a number of newspapers — including Times Newspapers, Express Newspapers and The Guardian — either did not join the talks or left them once a

Tough line on trade union immunities

The Government intends to introduce further legislation to improve the operation of the labour market by providing a fairer and more balanced framework of industrial relations law and to curb a number of continuing abuses of trade union power. The Employment Act 1980 was an important first step in this process, particularly in relation to the closed shop, secondary picketing and industrial action. The Government believes that the time is now right to take a further step. Its proposals for legislation, to be introduced in this session of Parliament, are set out below.

The Government has drawn up its proposals after extensive consultations on the basis of the Green Paper on trade union immunities (Cmd 8128). Over 300 organisations and individuals submitted comments. These showed that there is overwhelming support in industry for a further legislative step in this Parliament. The Government has also taken account particularly in developing its proposals on the closed shop — the experience of the operation of the Employment Act.

MR NORRYN TEBBIT, Employment Secretary, told the Commons that the proposals had been prepared in the light of the extensive consultations on the basis of the Green Paper on Trade Union Immunities published in January of this year.

"These consultations have shown that there is a wide measure of agreement on the issues which need to be tackled and widespread support for a further legislative step in this session of Parliament."

"Our proposals are therefore a direct response to those consultations. I have today placed in the library copies of a document explaining the proposals in detail. The document covers the closed shop, the definition of a trade dispute and the immunity for trade unions themselves."

"In formulating these proposals our aim has been twofold: first, to safeguard the liberty of the individual from the abuse of industrial power; and secondly, to improve the operation of the

labour market by providing a balanced framework of industrial relations law.

"These aims are fundamental to any civilised and prosperous society. The need for further legislation to help to achieve them is clear and we believe the time is right."

"On the closed shop we propose — first, that the compensation for someone who is unfairly dismissed because he is not a member of a trade union should be increased substantially; secondly, that existing, established closed shops should be subject to a periodic ballot — and thirdly, that anyone who is unfairly dismissed in a closed shop because of trade union pressure should be able to seek compensation directly from that trade union."

"We also propose that the practice of requiring contractors to employ only trade union members as a condition of seeking or obtaining a contract should be made unlawful."

"We propose to tighten up

the definition of a trade dispute which is now unacceptably wide. Our proposals are designed to ensure that disputes which are predominantly political or personal, and disputes which do not directly involve an employer and his own employees, are excluded from the statutory definition and therefore do not attract immunity."

"Finally, we propose that the immunity of trade unions themselves should be brought into line with the immunity for individual trade union officials and their members. We do not believe that it is right or necessary for trade unions to continue to enjoy an immunity which, as the Donovan Commission pointed out, is wider than that of any other organisation or person, even the Crown."

"The Government's intention is to bring forward a Bill as soon as possible after the Christmas recess. In the meantime the document being published today invites comments on our proposals."

was to be avoided. Anyone dismissed for non-membership in these circumstances is entitled to a full and proper investigation and to be able to apply for relief as described in para 17.

4—Trade union contribution to compensation

In many cases of closed dismissals it is pressure, example, the threat of a trial action from a trade union which leads to the dismissal and which may prevent employer agreeing to reinstate. The Government believes that where such pressure exists the trade union should be more readily able and liable to pay a proportion of any compensation which is awarded.

The Employment Act made it possible for an employer who has dismissed a union employee as a result of pressure from a trade union to "join" the union as to the proceedings, but to do so only at the beginning of the proceedings. The bill may then order the union to reimburse the employee some or all of the compensation awarded to the dismissed person.

The Government proposes that in addition, the dismissed employee should be able to "join" the trade union in proceedings on the grounds that it has contributed to his dismissal by exerting pressure on the employer. Where a union, following a finding of fact by a tribunal, is found to have contributed to a dismissal in this way, it would be liable to contribute to the compensation awarded to the dismissed employee.

It is also proposed that in some cases a small union may have no choice but to submit to the labour only requirements put pressure on its employees to join a union in order to be put out of business.

The problem is often seen being no more than insistence on union labour clauses in contracts. But local authorities have invited tenders from contractors, only those which have a closed shop or prepared to guarantee to only union labour. The Government, therefore, proposes that any clause in a contract requiring the employment of persons who are or who are not members of a union should be void (that is, unenforceable at law); and

discrimination in favour of tenders for, offering, placing making contracts for the vision of goods or services the grounds that any employed in connection with performance of the contract should or should not be a member of a trade union should be unlawful.

In addition the Government proposes to remove the statutory immunity from being sued from any person who organises or threatens industrial action to put pressure on an employer to put a union in only clause in a contract or discriminate unlawfully.

A wider but connected question is that of industrial action with the objective of preventing an employer with a contract from fulfilling it because his employees are members of a trade union. The refusal of union members to work is a deep-rooted in some industries and is often tolerated by employers. It is also accepted that it is not possible to eradicate this practice by changes in the law. I nevertheless believe that Government's proposals for union labour only requirements would be incomplete if it continued to be lawful for a person to organise industrial action to prevent non-union employees fulfilling a contract which has been lawfully awarded. Government is therefore considering whether to propose the abolition of the industrial action immunity for industrial action which interferes with performance of a contract primarily on the grounds that those employed to perform the contract are or are not members should be removed.

Union labour only requirements

The consultations on Green Paper have shown there is particular concern about the practice of requiring contractors to use only union labour. Such practices become more prevalent in some areas, particularly in the construction industry, and some nationalised industries.

The Government regards such practices as unacceptable, as a means of conspiring to disadvantage employees who have an interest in being members.

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Conclusion

The Government intends to introduce a Bill to give effect to these proposals early in the Year. They would, therefore, welcome comments on the proposals by the end of the Year. Comments should be sent to the Department of Employment, 10, Whitehall, London, SW1H 9NF.

Scargill's record attacked as a 'catalogue of disaster'

BY BRIAN GROOM, LABOUR STAFF

THE RECORD and policies of Mr Arthur Scargill, the favourite to succeed Mr Joe Gormley as president of the National Union of Mineworkers, have been sharply attacked as "a catalogue of disaster" by the leadership of the union's 10,000-strong Lancashire area.

In a special election edition of the Lancashire Miner, the militant Yorkshire miners' leader is accused of opposing every wage settlement of the past nine years, along with a voluntary early retirement scheme, a pneumoconiosis compensation scheme, and the national concessionary coal agreement.

The Lancashire area is backing its own president, Mr Bernard Donaghy, as one of three candidates who are attempting to stop Mr Scargill winning the presidency in the ballot on December 24.

The Lancashire Miner focuses its attack on the 20 per cent of the Yorkshire campaign pamphlet, Miners in the Eighties, which, it says, strays from national union policy. In particular, it attacks Mr Scargill's opposition to the industry's incentive scheme.

"We violently disagree with Mr Scargill's statement, 'that standards have suffered a severe setback following the introduction of the incentive scheme in January, 1978', and that, since this date, there has been a 25 per cent average increase in fatal accidents," the broadsheet says.

Figures, according to The Lancashire Miner, prove the opposite of Mr Scargill's claim. National Coal Board statistics showed that the 1977-78 figure of 48 fatal accidents had fallen to 30 in 1979-80, and 39 in 1980-81. The figure was as high as 73 in 1973-74, but this was caused by a massive increase in surface deaths and the Golborne colliery disaster.

There was a distinct downward trend in all accidents, The Lancashire Miner said.

It challenges Mr Scargill's claim that the NCB's list of planned pit closures was withdrawn earlier this year, only as a result of immediate strike

action by South Wales and Kent, supported by Scotland, Durham and Yorkshire.

Yorkshire took no action. The Lancashire Miner claims, and in effect, the South Wales leadership condemned Mr Scargill for not taking strike action in support of South Wales.

The broadsheet also attacks Mr Scargill's commitments on union democracy.

Mr Will Paynter, former NUM general secretary, is attacked for writing the foreword to the Yorkshire document. The Lancashire Miner points out that the NCB was "allowed to get away with its massive pit closure programme of the 1980s, while he was leader of the NUM."

Yorkshire miners yesterday chose their candidate for the Deane and Valley parliamentary constituency where Mr Edwin Wainwright, the Labour MP, has announced he will not be seeking re-election.

He is Mr Terry Patchett, the constituency party chairman and delegate at Houghton main colliery near Barnsley.

Trade union immunities

Trade unions enjoy a much wider legal immunity than their individual officials or members. Under section 14 of the Trade Union and Labour Relations Act 1974 trade unions have a limited immunity from actions in tort, even where they organise industrial action outside a trade dispute. This means that trade unions cannot be sued for their unlawful acts or for unlawful acts done on their behalf by their officials.

The Government does not accept that the breadth of the immunities is any longer necessary in modern conditions to enable trade unions to represent their members effectively. It is unfair and anomalous that while trade union officials may be sued for organising unlawful industrial action on behalf of a trade union, the union itself can escape liability altogether. In these circumstances there is a lack of incentive for trade unions to ensure that their officials operate within the law and that industrial action is restricted to legitimate trade disputes and is otherwise lawful.

The consultations on the Green Paper show that there is substantial support for a reduction of the immunities for trade unions. The Government, therefore, proposes that the immunities for trade unions should be brought in line with those for individuals in section 13 of the 1974 Act (as amended). The main effect of this would be to make trade unions themselves liable to be sued in tort when they are responsible:

- for unlawful acts which are not "in contemplation or furtherance of a trade dispute; and
- for action which is unlawful for individuals by virtue of the limitations to section 13 made by the Employment Act 1980 (that is secondary picketing, indiscriminate secondary action and industrial action to compel union membership) and any amendments which may be made as a result of other proposals relating to immunities in this paper.

The Government believes that it is desirable to provide guidance in legislation as to when trade unions are to be held vicariously liable for their officials. Such guidance would help unions and employers to establish more clearly the limits of immunity and liability.

The Government believes that any guidance on vicarious liability should be based on the common law principles which the House of Lords adopted in such cases as *Reardon Transport (St Helens) v. TGWU* (1972) and *General Aviation Services (UK) v. TGWU* (1976). It is therefore proposed that legislation should provide that where torts were committed by trade union officials the trade union would be held vicariously liable only if:

- the national executive of the union had specifically authorised or ratified the action complained of; or
- the subordinate body or official of the union whose action was complained of had authority for the action under the rules of the union or was acting on instructions from a body or officials who had such authority and its or his action had not been regulated by a more senior authoritative body or official of the union.

This may not, however, be sufficient in situations where the trade union rules are ambiguous or unclear about whether a particular official or body has the authority to call industrial action. The Government is therefore considering proposing in addition that where the union rules do not clearly establish whether an official or body is acting within the authority of the trade union, the trade union should be liable unless a more senior authoritative body or official has repudiated the action.

Trade unions which were found liable for unlawful action could be sued for both injunctions and damages. The Government proposes to limit the damages which could be awarded against a trade union in any one case according to

the size of the union involved as follows:

Fewer than 5,000 members	£12,500
5,000-24,999	£52,000
25,000-100,000	£125,000
more than 100,000	£250,000

It is further proposed that a union's provision and political funds should be protected from liability in the event of an award for damages.

Definition of a trade dispute

The Government also proposes to amend the present statutory definition of trade dispute, which as a result of the last Government's legislation and recent court decisions is unacceptably wide. Since the immunities for individuals (and, as proposed, trade unions) apply only to acts done in contemplation or furtherance of a trade dispute, this will restrict further the immunities for those who organise industrial action.

Four amendments are proposed to the definition of a trade dispute in section 29 of the Trade Union and Labour Relations Act 1974:

- to require that trade disputes should relate wholly or mainly to the matters listed in section 29(1), rather than as now be simply "connected with" those matters. This is necessary in particular in the light of the House of Lords judgment in *NW v. Nelson and Woods* (1979). It would ensure that disputes which were mainly political or personal in character and had only a slight connection with the subject of a trade dispute fell outside the trade dispute definition;
- to exclude disputes between "workers and workers";
- to exclude disputes relating solely to matters occurring outside Great Britain;
- to restrict trade disputes to disputes between an employer and his own employees. This would make disputes between an employer and a trade union who have no employees unlawful. It would thereby remove immunity from secondary action which was directed at an employer whose employees were not taking industrial action themselves and were entirely content with their terms and conditions of employment. It would be necessary to ensure that an employer could not avoid being in legitimate dispute with his own employees simply by sacking those with whom he was in dispute.

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the size of the union involved as follows:

Under section 1 of the Employment Act 1980, public funds are available for secret

ITN technicians continue to halt broadcasts

BY IVO DAWNAY, LABOUR STAFF

STRIKE ACTION by 250 technicians continued to halt Independent Television News broadcasts last night with little prospect of a resumption of services today.

Members of the Association of Cinematograph, Television and Allied Technicians met yesterday to discuss their action but there are no moves towards talks with management.

The disputes, which began on Friday evening, centres on the use of new video editing equipment. Union officials claim that ITN was under an obligation to negotiate new terms on manning, regrading and payments for the use of the machines after the completion of a six-month trial.

The company says the terms and conditions for introducing the video editing machines have already been agreed under a deal signed shortly after the end of the independent television dispute in 1979.

Mr Alan Sapper, ACTT general secretary, said yesterday the technicians considered the management had breached the agreement. "We have offered to go to a special disputes tribunal that was set up under the agreement, but the management have declined to meet us," he said.

ITN said last night there was no point in going to a disputes tribunal over an agreement that had already been negotiated.

Tanker drivers deadlock

By Our Labour Staff

TALKS BETWEEN unions and management at Texaco and Esso continued last night in an attempt to break the deadlock over the companies' 8.1 per cent pay offer.

Transport and General Workers' Union officials, representing about 4,000 tanker drivers and depotmen at the two companies, have warned that strike action is "almost inevitable" if no progress is made towards an 11 per cent claim, in line with the settlement at Mobil last May.

Shell management rejected a compromise agreement put forward by representatives of the company's 2,000 drivers at the offices of the Advisory, Conciliation and Arbitration Services on Saturday. The union offered to lower their claim to 9.99 per cent and reduce relaxation breaks by 10 minutes a day if the company agreed to put the 40-hour working week by two hours.

Shell claimed the offer applied only to basic rates and would not substantially alter the union's claim.

Senior shop stewards from Shell, Esso and Texaco are due to meet later this week to decide what recommendations should be made to the workforce.

About 80 Chevron drivers continued their strike action over a similar 11 per cent claim yesterday. Chevron management, which has made an 8.1 per cent offer, will meet the unions at Acas tomorrow.

Boilermakers deny ballot forgeries in court hearing

BY OUR LABOUR CORRESPONDENT

ALLEGATIONS OF ballot paper forgery in the election of the Boilermakers' Society general secretary would be "most strenuously denied," counsel for the Society told the High Court yesterday.

But the case was adjourned until the New Year, following a request from the plaintiff, Mr Barry Williams, for a handwriting expert's evidence.

Mr Williams, the unsuccessful candidate in the union election

last year and the society's full-time official in Liverpool, is alleging voting irregularities by supporters of James Murray, the present general secretary of the union.

Both sides have alleged irregularities on the part of the other's supporters. The union's own appeals machinery has reviewed the case twice and on both occasions has adjusted the vote totals. But Mr Murray emerged the winner in both cases.

Jobs Express starts its journey

BY BRIAN GROOM, LABOUR STAFF

THE JOBS EXPRESS—a train carrying about 100 unemployed youths with slogans of "Give us a future. Jobs in our time," set out from Newcastle upon Tyne yesterday on a five-day journey meant to highlight the problems of teenage unemployment.

The journey, which is expected to cost £100,000, was organised by the TUC and other groups as part of the Jobs for Youth campaign. It is hoped that the Jobs Express can embarrass the Government by exposing its failure to train and place school leavers in work.

Various unions are sponsoring different stages of the journey, with the first leg financed by Britain's third largest union, the General and Municipal Workers.

Mr David Bassett, general

secretary of the General and Municipal Workers Union and chairman of the TUC's economic committee, said that the Government could be stopped with care and co-ordination. "A shorter working week of 35 hours would create 500,000 more jobs," he said.

"This train, as it leaves, has led the TUC into collaboration with other organisations to find and expose the horror of youth unemployment. We hope to place a new emphasis on the alternative economic strategy and to provoke a greater urgency in direct trade union activity to preserve and create new jobs."

"With the failure of the Government's promises for a training place or a job for school leavers, unions should seek an

allocation for young people in all new employment, and we should stop the nonsense of importing unemployment.

"Our members use foreign parts in machines where British ones are available. All unions and members should press for the use of British alternatives. This train symbolises our resistance, emphasises our hope and pledges our future action."

The train's first stop yesterday was at Edinburgh and will have picked up young people from 10 cities by the time it arrives in London on Friday, 450. Youth Opportunities Programme trainees, students and unemployed teenagers are expected to be on board. After rock concerts, a march and a rally at the weekend, the demonstrators will lobby Parliament on Monday.

TECHNOLOGY

EDITED BY ALAN CANE

Photographers with their heads in the video sand

BY JOHN CHITTOCK

FIVE men stood in the dock last Thursday, accused of creating a disturbance. One of these, I have to admit, was me—in company with Mr Norman Cooper (a photographic business consultant), Mr Reginald Osborn (photographic manager of Mirror Group Newspapers), Mr Ronald Callender (photographic manager of Unilever Research) and Mr Peter Rolfs (head of reprography, Royal Aircraft Establishment, Farnborough).

It was this gang of five who had prepared for the Printing and Publishing Industry Training Board a report on *The Effects of Present and Future Technological Development on Photography and the Profession*.

Our conclusions, published earlier this year, have caused temperatures in quite a few darkrooms to rise considerably (the technical consequence of which, in photography, is also to raise the fog level). Our prognosis had been somewhat gloomy, especially for those in the processing end of the business. Developing and printing has become a highly automated process—reducing the need for skilled labour; at the stage of making colour prints, it also promises to go "dry"—eliminating at least some of the wet processes.

A London meeting of the Incorporated Institute of Photographers, attended by the trade press, last week gave our critics a chance to challenge some of the findings. The emotional core of what should be a rational argument based on simple facts is that the average High Street photographer has a rather poor image as a businessman and innovator. The image, regrettably, is generally justified.

Last week's meeting alone provided some evidence of this, with a few heads in the sand avoiding—for example—any recognition of the challenge of video to the local commercial photographer. The photographic retail business has already lost out on the video revolution—showing little interest or concern—while the local hi fi, TV rental or specialist video shop is already grabbing customers who once bought 8mm home movie cameras.

The threat of video to the High Street photographer's business was exemplified last



Thursday by one speaker who the previous Saturday had analysed 17 weddings in an English provincial town—anding that nine of them had been "covered" by video cameras.

At the high volume processing and printing end of the business, the changes threaten to be substantial. One example, described at the meeting, is an electronically generated colour printing process—named Laser-Color—which is offering 33 per cent price cuts on consumer colour prints.

Curriculum

Lurking in the shadows of this commercial jungle is another fever-raiser: education. The photography schools, some claimed, are still providing the same kind of training as 25 years ago, whereas electronics and the computer processing of images should be significant subjects in the curriculum.

The changeover to electronics may be slow to occur in photographic training, but in film schools—faced with the growth of television and video—it is inescapable. This point was underlined for me last week when I made a return visit to the London International Film School, an independently run establishment in Covent Garden which has struggled from one crisis to the next but manages always to survive.

Housed in an old banana warehouse, the LIFS provides gloomy evidence of financial problems, but is, I suspect, the kind of makeshift environment which is liable to bring the best out of some students. The relatively new television department is, predictably, equipped with three broadcast cameras that a kindly ITV company considered would do more good here than in a museum.

My visit to the school on this occasion was really arranged to show me a graduate's video programme. Made by a South African, Eileen Thorns, it is a simple but moving account of nursing work in St Augustine's Hospital, Canterbury, which looks after mental patients.

But the more immediate problems of the school distracted me, coping as it does with anything from 100 to nearly 200 students (90 per cent from abroad) on a mounting deficit budget.

Now that the British Council has closed its own London television studio—a superbly equipped centre set up to train Third World broadcasting staff the LIFS could have an important role to play. If Britain cares about its reputation abroad, there could be few better and easier ways to preserve this than to help in training the next generation of media people who will interpret and spread the news.

The money supply in this sector of the UK is not, however, surging. In the past few weeks the British Film Institute has started to release details of its own fund-raising campaigns. In this case not merely for survival of staff and chancellors, but the preservation of film history.

A campaign to seek industrial sponsorship of collections in the National Film Archive (run by the BFI) is soon to be launched to try and win the race against chemical decay. Some 170m ft of film in the archive is on obsolete cellulose nitrate stock, which slowly disintegrates and becomes an inflammable mass. The campaign will be seeking sponsorship to transfer more of this vast collection on to safe and stable cellulose acetate. Meanwhile, the BFI is already well advanced in another fundraising scheme to pay for the building of a Museum of the Moving Image on London's South Bank. This ambitious project, costing £44m, will chronicle in a working environment the entire story of image reproduction—from the Chinese shadowgraph, through photography to cinematography, television, video and future electronic systems.

The museum plan was announced by Prince Charles, Patron of the BFI, at the opening of the London Film Festival earlier this month—with news that Sir Yue-Kong Pao has already contributed £1m and the Garfield Weston Foundation another £1m.

It might make the LIFS drool, but our media heritage will be important to future generations of students, especially when photo-chemical processes join the museum.

Safer and cheaper tunnelling

BY ALAN CANE

A TECHNIQUE developed in the hard rock mines of South Africa which makes it possible to reinforce suspect tunnel sides more safely and cheaply, is attracting attention from the National Coal Board.

The technique, developed by the South African subsidiary of Fosroc Construction Chemicals, part of the Fosroc, Minsep group, has had "limited approval" (safe for use underground) from the NCB for use in any Board colliery since the end of last year.

It is already being used in 50 pits including Blidworth in South Yorkshire, which has a serious strata stability problem.

It is a modification of the traditional method of securing potential unstable layers of rock through which the mine runs in that danger period before steel pit props or steel arches can be positioned to make the tunnel secure. It is also used to secure a rock face before cutting.

The NCB indicated this week

that the Fosroc solution was one of three developments it was evaluating to move away from polyester based capsules. The others were LH/10, LH/20 from Celite Selsix and Semicon 2000 from Commercial Plastics.

Costs were a little high, at present, the Board said, but it was determined to move towards a cement-based grout for strata reinforcement and looked forward to the widespread use of new safer techniques if its detailed approval procedures were fulfilled.

Traditionally, doubtful strata have been secured by bolting, dowsing or injection. That means a hole is bored through the layers of rock and a bolt or dowel inserted to tie the strata together. Dowel is used where the face being secured will later be cut—wood offered no resistance to the mechanical face cutters.

Bolting and dowsing techniques have been fully exploited in the last 15 years or so. These are used chiefly

where rock conditions have deteriorated so much that safety and production are threatened.

A major development was the polyester resin capsule to provide the essential fixing material surrounding the bolt or dowel inside the bore hole (there is an exact analogy with the use of "Rawplugs" in do-it-yourself projects).

The capsule contains resin and hardener. Mixed by forcing the bolt or dowel through, this technique provides great strength very quickly.

But there are disadvantages. They contain petroleum-based substances and are inflammable. As such, they have to be handled with great care underground. Furthermore, unless time is really of the essence, they can prove expensive.

One alternative is to pump in a cement mix: pumping machinery, however, is expensive, requires maintenance, and control of the cement mixing underground is tricky. Fosroc's answer is a dry

cement sausage. Called Conbextra, it is a dry cementitious powder.

The operator simply dumps the cement sausage in water for a prescribed time then rams it into the bore hole. When full, the bolt or dowel can be driven down the length of the hole using a hand drill.

Conbextra capsules cannot match resin capsules for speedy setting, but as long as the rock is not falling around your ears, the performance is adequate.

In recent tests, using a hole 40mm in diameter and 1,800mm in depth, after two hours setting time, a load of two tons pulled the bolt out of the capsule. After 10 hours, a load of 17 tons broke the bolt.

Conbextra capsules are cheap compared with polyester resin (the price ratio is roughly 1:2) and because no inflammable materials are involved, basically safe.

Fosroc manufactures the capsules in the UK, Japan and South Africa for their markets. More on 0525 373773.

Beasts of the field help the Swedish environment

BY MAX COMMANDER

WITH THE submarine scare over, Sweden may take pride of place in the Western World with its biogas process which is a help to the environment, useful for fertiliser and offers a form of energy.

In August 1980 a farm at Viken near Falköping started to process the manure from a herd of 200 cows. Such was the success of the plant that from early next year the plant will handle the entire output of a herd of 350.

In a six-week period the plant's output was 19.5m of biogas with between 60 and 65 per cent methane.

Encouraged by the results, a second farm at Ludvika started processing manure from 80 bullocks last August and a further plant to process droppings from 1,200 pigs should be in operation later this year.

Sources say that depending on the type of manure, the climate and existing energy prices pay-back periods of between three and five years would appear to be realistic.

Abetong-Sabema says that after four years of research and

development it is ready to seek marketing arrangements in "all developed countries."

It offers a range of standard biogas reactors with control, safety and heating systems for manure inputs from four to 32m³/day.

The plants can be produced in Sweden or manufactured under licence with the local partner responsible for installation, ancillary tanks, pipework, etc.

The plants turn the manure into environmentally acceptable "clean products." The biogas consists of 60-65 per cent methane and 30 to 40 per cent carbon dioxide. This can be burned as a fuel or to generate electricity.

The second product is a semi-liquid residue which is said to be rich in protein, inoffensive in smell, and can be used as a general fertiliser.



ABOUT 1,200 of this porker's Swedish brothers should be providing energy next year

through a heat exchanger. From the heat exchanger it passes to the main 240m³ processing chamber, where it is continuously agitated. The biogas given off is compressed and stored then burned in a Fiat

Totem engine which generates electricity and produces hot water for heating. Abetong Sabema has an office in Brussels at Avenue Louise 489, B-1050 Brussels. Tel. 02 640 3625.

Product co-operation

FLESSEY SEMICONDUCTORS is to become a second manufacturing source, for supply on a world-wide basis, of a number of products made by the U.S.-based company General Instruments. In addition, the two companies will co-operate on future product developments.

One of the products is GI family of single chip eight bit microcomputers called PIC. This is a major element in the television tuning systems produced by both the companies; it is a flexible controller on GI Television system for teletext and videodata.

In fact, Flessey will second source the entire Television chip set and will develop a new integrated circuit for cleaning up and preparing the signals from a TV tuner.

The idea is to reduce system costs, important since cost to the end user of videodata is seen as one of the most important restraints to greater use by the general public.

Further aims are to enhance graphics ability and ensure compatibility with international television based data systems.

Electronics merger

PLANS FOR Burndep Electronics of Erith and Dyma Electronics of Watford to merge are expected to be completed in the new year.

Dyma's strength is in vehicle mobile sets and in amplitude modulation technology, while Burndep has specialised in uhf/fm personal radios and systems engineering through its subsidiary Burndep Cyfa. The grouping is expected to be able to compete better with other companies in the field many of which are foreign owned.

Burndep, which also has a substantial export business for research and rescue beacon products, is one of the larger companies in the portfolio Grosvenor Development Capital the investment company formed earlier this year by the British Technology Group.

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THE LAST ONE

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A Gulf - Western Company

Financial Highlights for the year ended July 31, 1981

	Years Ended or at July 31, 1981	1980	% Increase (Decrease)		Years Ended or at July 31, 1981	1980	% Increase (Decrease)
	(US \$ Amounts in Thousands)				(US \$ Amounts in Thousands)		
Income before unrealized foreign exchange and provision for income taxes	\$ 124,472	\$ 108,701	15%	Unearned finance income	\$ 1,166,184	\$ 910,970	28%
Net income	60,733	66,845	(9)	Percent of Related Receivables	28.99%	23.98%	
Stockholders' equity	788,178	632,152	22	Reserve for losses on finance receivables	142,507	133,683	7
Finance receivables				Percent of Net receivables	3.03%	3.22%	
Consumer Financing	\$ 3,161,482	\$ 2,867,794	10	Finance volume			
Commercial and Industrial Financing	2,690,342	2,189,384	23	Consumer Financing	\$ 2,818,769	\$ 2,838,131	(1)
Total Receivables	\$ 5,851,824	\$ 5,057,178	16	Commercial and Industrial Financing	4,650,533	3,417,315	36
				Total Volume	\$ 7,470,322	\$ 6,255,446	19

Consolidated Balance Sheet

	July 31, 1981	1980
	(US \$ Amounts in Thousands)	
ASSETS	\$ 61,159	\$ 104,587
Cash		
Marketable Securities:		
Bonds and Notes, at amortized cost (market—1981, \$210,275,000; 1980, \$236,110,000)	\$ 240,061	\$ 250,622
Stocks, at market (cost—1981, \$21,497,000; 1980, \$19,248,000)	21,617	19,172
Total marketable securities	\$ 261,678	\$ 269,794
Finance Receivables:		
Consumer Financing—		
Direct installment loans	\$ 2,881,939	\$ 2,581,259
Other consumer installment receivables	278,543	286,535
Commercial and Industrial Financing—		
Heavy-duty truck installment receivables	1,017,507	924,751
Other industrial installment receivables	1,082,551	876,781
Factored receivables and loans to factoring clients	213,175	34,103
Commercial loans	296,048	220,541
Wholesale short-term loans	100,933	133,228
Total finance receivables	\$ 5,581,824	\$ 5,057,178
Collateral held for resale	13,449	12,075
Less—		
Unearned finance income	(1,166,184)	(910,970)
Reserve for losses on finance receivables	(142,507)	(133,683)
Net finance receivables	\$ 4,558,582	\$ 4,024,601
Property and Equipment, at cost less accumulated depreciation	35,481	29,944
Other Assets	287,486	98,802
	\$ 5,182,566	\$ 4,527,726
LIABILITIES AND STOCKHOLDERS' EQUITY		
Notes Payable:		
Bank Loans	\$ 48,425	\$ 23,043
Commercial Paper	2,080,195	1,841,110
Reserve for Insurance Claims and Benefits	145,139	140,696
Accounts Payable and Accruals	152,235	107,482
Credit Balances of Factoring Clients and Dealers	107,819	37,446
Long-Term Debt unsecured	1,897,574	1,745,787
Stockholders' Equity:		
Class B Common Stock, \$100 par value, 2,000,000 shares authorized, 1,000,000 shares outstanding	\$ 100,000	\$ 100,000
Common Stock, no par value, 5,000 shares authorized, 280 shares outstanding, at stated value	47,937	47,037
Paid-in Capital	281,902	176,896
Retained Earnings	339,307	308,274
Unrealized Appreciation (Depreciation) of Marketable Equity Securities	232	(55)
Total stockholders' equity	\$ 768,178	\$ 632,152
	\$ 5,182,566	\$ 4,527,726

() Denotes deduction.

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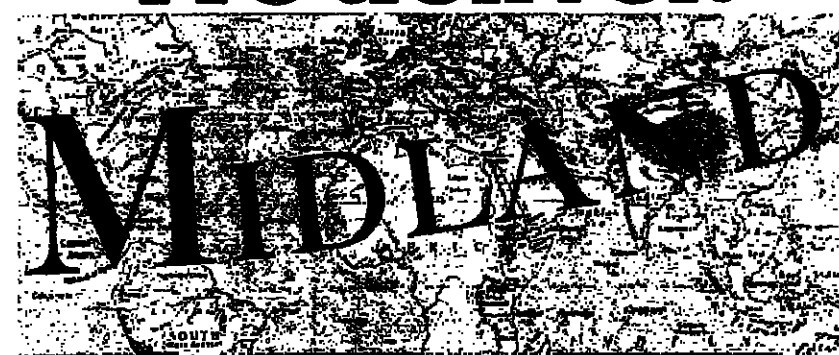
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THE MANAGEMENT PAGE

BY CHRISTOPHER LORENZ

Small Business
BY TIM DICKSON

'Acorn company' plan deters wily operators

TO MAKE sure that wily operators will not...
...the Government's plan to set up a...
...the Government's plan to set up a...

MPs urge more aid for small businesses

SOME EFFECTIVE help for...
...the Government's plan to set up a...
...the Government's plan to set up a...

Accountants attack Bill's plan for small businesses

The Institute of Directors...
...the Government's plan to set up a...
...the Government's plan to set up a...

Directors hit at Finance Bill scheme

The Institute of Directors...
...the Government's plan to set up a...
...the Government's plan to set up a...

Slow take-off for start up scheme

SERIOUS DOUBTS are now being raised about the early success of the Government's Business Start-Up scheme, the provisions of which allow private investors to obtain tax relief on share capital subscribed in new companies; although some observers argue that since the scheme was only introduced in this year's Finance Act, it is too early to gauge the response.

There is, however, already enough evidence to draw the following conclusions:

- Accountancy firms, stockbrokers and other financial institutions have spent much time and energy analysing the small print, but there is little sign that their clients are responding with enthusiasm.
- The major problem seems to be inland Revenue-inspired

anti-avoidance restrictions which were modified during the committee stage of the Finance Bill. Experts feel some of these are still too severe.

● Three untried funds have been launched to take advantage of the scheme but the indifferent reaction from investors may be discouraging others to come forward.

The moment the Business Start-Up Scheme was announced it was clear that the major hurdle for interested investors would be in finding a suitable company.

Stockbrokers, accountants, insurance brokers and banks (all of which tend to have wealthy clients and capital hungry business customers) were the obvious institutions to help.

The clearing banks have been

studying the possibilities and at least one of them, Barclays, is actively considering a joint initiative with a leading firm of accountants.

Accountants and some of the bigger insurance brokers have been busy educating clients and drawing attention to the scheme's attractions.

All, however, have to be careful not to take too positive a role. As David Tallon, a partner with accountants Dearden Farrow points out, "a professional adviser who seeks to introduce client A, with a new business, to client B, who has money to invest, would expose himself to considerable professional risks unless he is very confident of the individual's competence. Put more bluntly, if the 'target' company collapses, the adviser is going to get the blame."

The most visible and active response so far has been the launch of the Basildon Fund (sponsored by stockbrokers Laurence Prust), Electra Risk Capital (a subsidiary of Electra

Investment Trust) and Mercia Venture Capital, a Midlands fund which was put together by Jim Hearnshaw, former chairman of John Polkes Hefo.

Basildon and Mercia are relative toddlers. The former, which was the first investment fund launched to take advantage of the start-up scheme, recently confirmed that it has received just over £1m. Mercia, which is the first fund to be set up via local initiative, has an even more modest target of £50m. In contrast, Electra, which was hoping for as much as £15m, only pulled in £8.6m.

Claw back

Rumours that a number of similar funds were waiting to be unwrapped have been going round the City in the past few days but the Department of Trade, which has to vet prospectuses, reports that only one more is at an advanced stage.

Most observers agree that the

success of the Business Start-Up Scheme will depend not on funds but on a large number of local initiatives.

Professional advisers, however, point out that there are still significant limitations to the scheme in its present form. In particular, there are provisions in the legislation which enable the inland Revenue to claw back tax relief from the investor if at a subsequent stage the company breaks one of the conditions. Such a penalty, it is argued, is not the best way of encouraging people to take risks.

Another criticism is that the maximum limit is £10,000 ("artificially low," as one observer put it) and that those participating in management "buy outs" are excluded.

If, on the other hand, the Government acts to ease current restrictions in future, it will have to weigh up probable allegations of a "tax avoider's charter" from the opposition benches.

ICFC sets up a clearing house

WHILE so many people are apparently hanging back from active participation in the Business Start Up Scheme, the Industrial and Commercial Finance Corporation (ICFC) has come up with an imaginative contribution.

Robert Smith, ICFC's assistant general manager, is busy formulating a new system which will allow individuals with both money and management expertise to purchase equity in companies which ICFC will root out — and just as importantly — support.

"The big problem," claims Smith, "is not money but management skills, which are often lacking in a small business. What we want to do is try and develop contacts between

local people who can put up more than just cash and companies which are weak in a particular skill. We do not, I would stress, want the rich dentist but somebody who can advise on, say, marketing or technical problems and play a continuing role in the business."

ICFC, which makes 1,000 loans or equity investments each year, has always prided itself on not interfering with the management of the companies it backs.

Smith, however, has noticed an increasing willingness among customers to ask for advice and ICFC has, in the right circumstances, been encouraging

the appointment of non-executive directors. With ICFC's start-up initiative Smith wants to broaden the range of consultants who could in future receive their remuneration (and incentive) from a stake in the business.

ICFC says it will not keep a national register but names and addresses will be kept by its 18 area offices.

There are still one or two technical details to sort out and personality clashes may prevent what might have otherwise been fruitful "marriages." But if ICFC can get this to work, investors have an opportunity to put money into companies which they know a major and experienced institution is also supporting.

Risk capital bandwagon rolls on

A NEW £5.125m venture capital fund has been launched in the UK by Alan Patricof Associates, a major U.S. venture capital organisation. The new fund, whose shareholders include one U.S. and three UK insurance companies plus several UK pension funds, will be based in Jersey for tax purposes but will be investing the bulk of its money in the equity of emerging UK companies. Its total size is expected to be £10m after a second closing, provisionally scheduled for the end of next month.

APA Venture Capital Fund is the latest example of U.S. style venture capitalism to arrive in the UK. High risk investment with little collateral and close management involvement are key features of this transatlantic approach which has been adopted by recent UK vehicles like Advent Technology and Venture Founders.

"We will be partners in the firms in which we invest rather than lenders to them," explains Ronald Cohen, managing director of Alan Patricof Associates. "We are interested in investing in a broad range of industries with high growth potential, and we are already considering a number of investment proposals."

Alan Patricof Associates was founded in 1970 and joined forces in 1977 with Multinational Management Group (MMG), a company which concentrates on corporate finance work and consultancy. The combined group's London office has until now been largely concerned with this sort of activity but Cohen has been sufficiently excited by the changing political attitude to new business to set up the new fund.

For connoisseurs of unusual shareholding structures, APA Capital Fund has two classes of equity—"A" and "B" shares. The A shares are entitled to all the capital appreciation up to three times the original sum invested, at which point they are self-liquidating. (The fund will in any case be wound up after 10 years.) The B shares take all gains above this threshold. Cohen and his colleagues have stumped up more than £130,000 for 25 per cent of this class of the capital.

SUGGESTION SCHEMES

The do's and don'ts of implementation

BY NICHOLAS LESLIE

AS COMPANIES strive for greater efficiency in the face of economic recession and intensified competition, many are turning their backs on a tried, but not always trusted, management tool — the suggestion scheme.

Suggestion schemes may seem a little old fashioned in the shadow of more recent innovations in the field of worker involvement — particularly quality circles, which contain small groups of employees who are given special training in the techniques of analysing and resolving problems.

But individual suggestion schemes, in which, unlike most quality circles, the employee is paid for successful proposals — can still play a useful part in the drive to wrinkle out inefficiency and bad practices. In some cases they produce savings running into tens of millions of dollars, according to a new study published by the British Institute of Management.

But as with any corporate system, the report emphasises repeatedly, there is a right and a wrong way to set about implementing a scheme.

Put simply, if you want to achieve any savings, you have to invest money in them; and that does not mean simply the cash awards for suggestions from employees that are accepted by management.

It also implies putting serious thought into what type of scheme is appropriate for the company concerned. Clear parameters need to be established about what is acceptable as a suggestion; how it should be administered and by whom; how the level of award should be determined; and who should be eligible for awards and who should not.

Equally, it should be clearly established how suggestions should be rejected; a totally negative response, or the complete lack of one, are all too frequent failings — a sure way of killing enthusiasm for a scheme stone dead.

A great mistake is to expect too much from a scheme in the first year of its implementation, says the study. Benefits from an adopted scheme are often spread over several years, with three years' savings representing an average figure.

After providing for administrative costs as well as awards, most schemes generate a return of two to eight times the running cost, according to Professor Vincent Reutter, a professor of management studies at Arizona University, who has studied the economics of suggested plans.

Several examples of savings are cited by Paul Snee Smith, the author of the BIM book *Firestone Company* achieved record savings of \$3.9m in 1979, having adopted in that year 7,766 of a total 42,395 suggestions. In the U.S. armed forces, the army suggested benefits which exceeded \$35m in 1979, the air force over \$20m and the navy \$10m.

Equitable

Snee Smith says that awards, which vary substantially from company to company and country to country, are most equitable when based on an agreed percentage of savings. The majority of companies set a top limit as well — Ford Motor, for example, will not pay more than £1,000 cash, plus a new Escort for one suggestion. Among the highest awards have been \$47,800 by Eastman Kodak and \$75,000 by IBM.

Eligibility for awards also varies widely. Some companies, like ICI and Pilkington Brothers, only allow weekly and hourly paid employees to compete. Others embrace salaried staff on certain conditions. Most exclude employees at managerial levels.

The book lays great stress on the need to have "an identified, knowledgeable person responsible for running the scheme" and backs up this assertion by saying that experience "tends to show that suggestion systems with full time administrators have a far better chance of survival than those run by part-time employees."

A strong management support for a scheme is equally essential, it is argued. Lack of interest at the top eventually gets reflected in a dwindling participation rate and a lower quality of suggestions. *Employee Suggestion Schemes*, British Institute of Management, Management House, Parker Street, London WC8B 5PT, price £6.50, or £5.50 for BIM member.

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Tuesday November 24 1981

Trade unions and the law

OVER THE past 20 years it has become obvious that the framework of rules which regulate conflict between employers and unions in the UK is inadequate. The Wilson Government recognised this in 1969, but its proposals fell foul of trade union opposition. The Heath Government recognised in 1971, but its attempts to impose a legal straitjacket on a voluntary, informal system of industrial relations was precipitate and over-ambitious. The present Conservative Government has taken a more cautious approach.

The 1980 Employment Act dealt with specific abuses relating to the closed shop, picketing and certain other matters. Now Mr Norman Tebbit, the new Employment Secretary, has introduced proposals which go somewhat further, particularly on trade union immunities and the definition of a trade dispute.

The Trade Disputes Act 1906, reaffirmed in 1974, gives immunity to trade unions from virtually all actions in tort. Trade unions cannot be sued in tort for an injunction or damages either for their own acts, or for acts done on their behalf by their officials or members. The Government regards this as anomalous and unfair. It proposes that unions should be liable to be sued in tort when they are responsible for unlawful acts which are not protected by the so-called golden formula—acts done "in contemplation or furtherance of a trade dispute." They will also be liable when they are responsible for action which is unlawful for individuals by virtue of the changes made in the 1980 Employment Act—for example organising secondary action beyond the limits laid down in that Act.

How to contain defence costs

THE MONSTROUS cost of armaments has soared, is soaring, and ought to be contained. A tightening up is urgent in three areas: cost control must be made more effective throughout the process of research, development and production; the arms industry must bear added co-responsibility for overruns; and another attempt must be made to arrive at co-operation within the western alliance.

The decision of the U.S. Navy to use the British Hawk jet trainer as the basis for a trainer of its own is a promising move. But though the U.S. has threatened its own arms suppliers that it may buy European to save money, the record so far is not encouraging. The attempt to agree on a German-American tank ended in a fiasco and in cost overruns for the U.S. model far exceeding the rate of inflation. A decision to buy a Franco-German anti-tank missile collapsed.

That is no reason for giving up. Within the western alliance the security argument for having nuclear-scale national defence industries has lost much of its force. Does anyone seriously foresee, say, a Franco-German war, or even a repetition of Suez? Joint production starting from the drawing board does have its pitfalls, but that is no argument against specialisation and above all against avoiding duplication of hideously expensive research and development work.

Mr John Nott, the British Defence Secretary, has said baldly that the present 1:2 ratio of British military spending on research and development to production costs, "if sustained," may drive us into bankruptcy.

Procurement

In West Germany unending cost overruns of the Tornados aircraft have revealed the woeful inadequacy, some would say the near non-existence, of effective cost control. In the U.S. Mr Caspar Weinberger, a Defence Secretary hardly intent on weakening the forces, has promised a review of procurement procedure. Mr David Stockman, Director of the Budget, in his rambling thoughts published by Atlantic

sanctioned by the trade union concerned. Although the unions will see the move as the thin end of the wedge on immunities, its significance should not be exaggerated. Most strikes and other forms of industrial action will be protected by the "golden formula" and will not be affected by the new measures. The present extent of immunity is unreasonably wide and the Government is right to reduce it. The proposals on immunities are closely related to the desire to narrow the definition of a trade dispute. The Government proposes that trade disputes should relate "wholly or mainly" to the matters set out in the 1974 Act (concerned with terms and conditions of employment), rather than simply be "connected with" them. Disputes "between workers and workers" and disputes relating solely to matters occurring outside Great Britain will be excluded from the definition of a trade dispute. The definition will be limited to disputes between an employer and his own employees.

Legal framework

The proposals provide, as expected, for further protection to victims of the closed shop (including substantial increases in compensation) and for discouraging "union labour only" contracts, which are particularly common in local authorities. These changes are welcome. None of these proposals threatens in any fundamental way the ability of trade unions to protect their members' interests. While they strengthen to a useful extent the legal framework within which unions operate, they are designed to prevent abuses rather than to change the balance of power. (The measures dealing with selective dismissals during and after a strike fall a long way short of what some employers had urged.) There is always a danger that any tampering with immunities will unite a demoralised trade union movement against the Government. But it is hard to envisage much public support for an all-out campaign against the present proposals. The Government seems to have accepted, rightly, in our view, that the law can make only a modest contribution to the improvement of industrial relations; that task remains with management and unions at the level of individual companies and factories.

Monthly, pithily accused the Pentagon of greed.

Mr Weinberger could start with the findings of a Senate Committee that, on average, major weapons in the end cost twice as much as the estimate submitted when the order is first approved.

It would be foolish to criticise industry alone. Understandably the soldiers want the best possible equipment. But marginal improvements to a weapons system often cause more than marginally increased costs. Even if cost overruns were to be only marginal, given annual expenditure on arms of £210bn around the world, the sums involved would be in danger of ballooning until the balloon bursts.

The Stockholm International Peace Research Institute (SIPRI), though no friend of arms spending, in its latest annual report does not blame it for the world's inflationary woes. But it must be utterly futile to chip away at civil budgets—a mile of motorway here, a more stringent criterion for welfare benefits there—unless defence spending likewise comes under review.

Perfectionism

That is not to demand real cuts: it is a plea for making sure that the money spent on military supply is spent sensibly. Nato's intention to increase defence spending by three percentage points above inflation through it is in practice, but the money must be spent wisely.

As monopoly buyers, governments should be in a strong position to impose their terms on industry. To do so, they will have to check the perfectionism of admirals and generals. Where manufacturers have demonstrably submitted sloppy or cosmetic estimates, they should bear at least a share of the resulting cost overruns themselves.

In the late Middle Ages the cavalry turned up for battle in armour so heavy that the knight, if he came off his horse, fell on. Unless military spending is brought under control western economies could find themselves in the same unhappy position long before battle is joined.

FOR part of yesterday the U.S. Federal Government was technically bankrupt. The President had vetoed the legislation which made it legal to write Federal cheques, because Congress has offered to authorise more spending than the President intends.

This is partly a publicity stunt—a show of fiscal determination. It also seems to accord with basic Reagan strategy—to force real spending cuts by cutting off the money.

It is the kind of rough, messy but possibly effective action—like sacking all the air traffic controllers—which would be unthinkable in our own well-ordered bureaucracy.

This crisis over appropriations is not, of course, the cause of the remarkable recovery of apparent confidence in the U.S. bond market in recent weeks; it comes after the event. It does, however, serve to rub in a lesson which any British visitor to the American financial community quickly learns.

U.S. fund managers have been watching events in Britain with fascination and horror, and were until very recently convinced that they were following the same road—a clash between fiscal and monetary policy starting a vicious spiral of rising interest rates and falling Government revenues. The political slogans were similar, and the results looked the same.

However, if U.S. analysts are obsessed with dire parallels, the visitor is soon overwhelmed by the differences. A visit which coincides with a runaway bond market rally simply rubs the lesson in.

Some of the differences are political, and obvious to the naked eye. Others are at first sight more technical, but they are just as profound for all that. They concern the very nature of monetary restraint, and of its crisis version known as crowding out.

In Britain, the main instrument of monetary control—the way money is mopped up—is through the sale of long-term Government bonds. The rates paid on these bonds drove corporate borrowers to their bankers a decade ago. There is no large alternative source of short-term finance, and debt can only be reduced by diluting equity, or by improved cash flow—improving margins or selling off stocks. Adjustment is slow and extremely painful in a recession.

In the U.S., the Federal Government finances itself predominantly short term, and the structure of interest rates encourages the growth of a huge market in short-term corporate debts which is not intermediated by the banks.

Furthermore, the traditions of the long-term bond market are quite different. U.S. corporate bonds are normally "callable"—that is, they can be redeemed at the will of the borrower. The U.S. corporate treasurer can therefore use the bond market to hedge his bets. A bond issue, even at a high premium over



MR PAUL VOLCKER
stern resolve

current short-term rates, offers insurance against a future credit crunch with no risk of being left high and dry should a fall in rates prove durable.

The whole system means that while crowding out in Britain appears to be a way of life, in the U.S. it is a temporary phenomenon. A regime of volatile interest rates encourages large-scale reconstruction of private debt during any lull in interest rates; and even during the crunch, the existence of a parallel corporate paper market provides a relief valve for the system. Financial distress is not automatically reflected, as it is in Britain, in a rise in bank lending to corporations.

This may seem dry stuff, but it is an essential aid to understand what has been happening in the U.S. recently. It

A unique power to affect the world supply of dollars

explains why the Fed is actually able to achieve its monetary targets, despite growing Federal deficits.

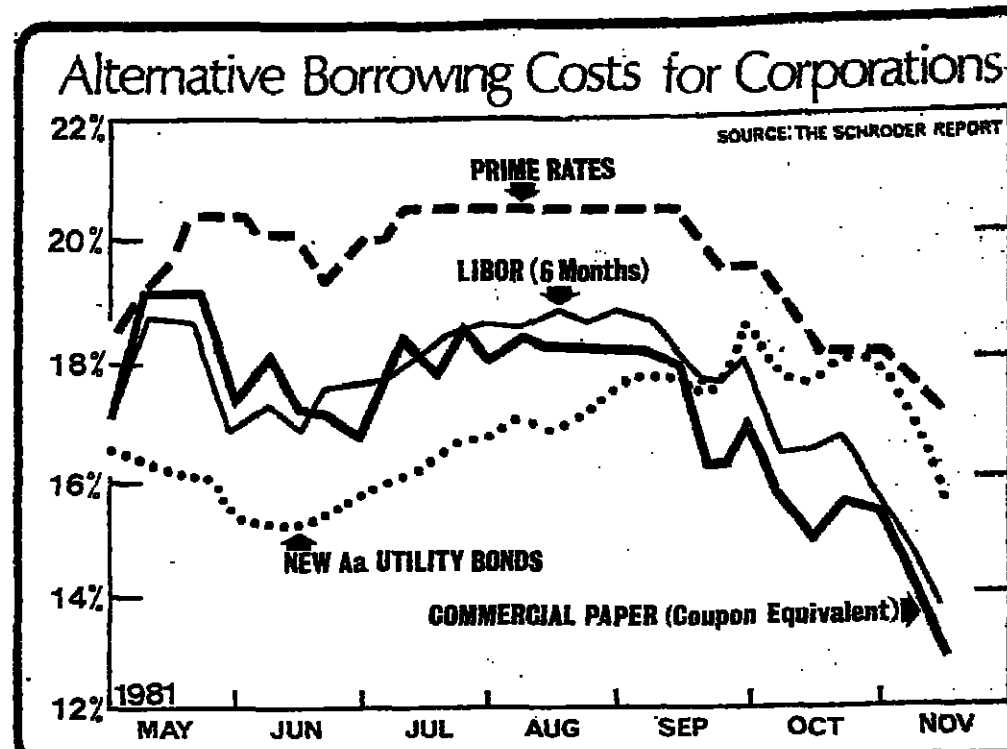
The fact that the banks are only one of the available channels of short-term credit has meant that both the narrow official measure of money, M1B, and the somewhat broader M2 have responded in an orderly way to a regime of high interest rates.

Indeed, narrow money growth has been well below its target range, and this has allowed the Fed room to exercise judgment, and relax the squeeze as economic conditions changed. The relaxation in the short-term market began as long ago as July, with an accelerated supply of reserves to the banking system. The Fed was, in fact, well aware of the bulge in distress borrowing which signals the onset of a recession, and

U.S. BOND MARKETS

What the professionals missed

By Anthony Harris



DR HENRY KAUFMAN
delayed blessing

determined to accommodate it. To be sure, that is not how events appeared to those who pay more attention to words than numbers. Mr Paul Volcker, the Fed chairman, has continued to talk the language of stern deflationary resolve, and seems to have been perfectly happy to let Mr Donald Regan, the Treasury Secretary, steal the political credit for lower interest rates by attacking the Fed for over-tightness.

It suits the Fed to talk the language of monetary virtue, and the Administration to talk the language of expansion. I met no-one in Washington who thought the "argument" had any effect on policy actions.

By mid-October, indeed, when the argument was in the headlines, the Fed had already achieved a highly dramatic "operation twist" in reverse, creating a steeply positive yield curve as an incentive to financial reconstruction. The bond market professionals continued to brood over ever-higher projections of the Federal deficit, but investors began to realise that they could get a much higher income in bonds.

When the turn came, it was like the bursting of a dam. This is the result of another feature of the U.S. system—the role of the bond houses. These intermediaries take up new issues with their own money, and only subsequently distribute to investors. In any market, the presence of institutions which carry large inventories will tend to damp down small price swings, but exaggerate large ones.

At the end of October, the bond houses noticed for the first time in many months a lively and insistent retail demand. They promptly added to it by trying to rebuild their own depleted inventories. Even this move was hesitant at first. So much for recent market events; but what has really happened? Is this just the sharp if

belated response to recession, abetted by Fed manipulation of the yield curve—a sort of Grand Old Duke of Yorktown who will march rates up the hill again as soon as the economy makes its own response? That has remained a widespread view on Wall Street; but it does seem possible that the market is reflecting some rather more fundamental changes.

It must be remembered, after all, that the professionals have been the mugs on this occasion. The bond houses followed in the wake of the retail market, they did not lead it. Dr Henry Kaufman, the guru whose words are so market-sensitive that he dare not voice a thought until he has assembled a Press conference, gave the rally his blessing only after short rates had been falling for weeks, and long rates for three days. Something seems to be missing in the Wall Street analysis.

One such error impresses the visitor: American analysis is excessively inward looking. The dire warnings arise from comparisons of estimated credit demands, and the available flow of U.S. savings. However, foreign investors are important participants in U.S. markets.

Foreign central banks are especially significant, for they have the unique power to affect the world supply of dollars. When they are intervening in markets to support their currencies, they sell U.S. securities—adding to selling pressure on Wall Street. They use the proceeds to buy in their own currencies, and the recirculated dollars leave the Fed struggling with an over-liquid market.

When the currency tide turns, they act in the opposite sense, mopping up dollars in the exchange markets and investing the proceeds in U.S. securities. Federal financing becomes easier, but the monetary counterpart of the deficit spending tends to appear as yen or D-marks.

This foreign intervention cycle is very hard to trace in the published figures, but is acknowledged both by the Fed and the U.S. Treasury to be important. Indeed Mr Regan publicly blamed foreign central banks for helping to inflate U.S. rates through their interventions in the summer. He has not yet commented on their role in helping the market to turn.

If this is an important explanation of the market turn, it is a temporary one, but it may well remain a favourable influence for some time. A U.S. recovery, leading to a balance of payments deficit, will actually attract official capital from abroad for as long as foreign central banks are happy to acquire reserves (and incidentally finance their own countries' exports). The oil price cycle may well be more influential than the U.S. business cycle in causing market pain.

However, foreign investment flows are only a marginal influence on the U.S. capital market, albeit an important one, and it is events in the U.S. itself which will do most to determine long-run events. It may well be dangerous at this point to do what the Wall Street professionals do best, and project future credit demands from past behaviour.

There is in fact no obvious limit to the financial reconstruction which is now beginning in the U.S. Refinancing of short-term debt in the long term market is a fringe event compared with the wave of mergers which has already begun, and the wave of bankruptcies which both officials and investors seem to contemplate quite cheerfully as an imminent possibility.

The newly permissive attitude on corporate mergers arises from two beliefs in the Reagan Administration. First, foreign competition is now so important in many consumer

markets that anti-trust administrators can take a world view. Second, vertical and conglomerate mergers may actually be welcome if they add to corporate financial strength—and especially if they obviate the need for Federal financial or protectionist rescue operations.

New legislation on the treatment of tax losses offers another source of finance for temporarily weak companies. It is at least possible that a significant part of the forecast external borrowing of U.S. corporations will be met in the event from the internal resources of new groupings—or not met at all. Mr Reagan's ruthlessness may not be limited to air traffic controllers. Bankruptcy, even of major corporations, is certainly widely discussed; and even if it never

A newly permissive attitude on corporate mergers

happens, the talk has already had a startling effect. Labour in the hardest-pressed industries—motors, airlines and some metals—is already heaving in a way which—Sir—Michael Edwards would still regard as impossible, negotiating pay cuts as well as higher productivity.

To read from these hints and possibilities a forecast of financial consolidation, high productivity and low inflation would of course be absurd; but a British visitor, used to a domestic history which runs like an endlessly repeated farce, can only be impressed with the possibilities of real if sometimes unpredictable change in this vast, restless economy. The Wall Street warnings of pain to come look not so much like a forecast as a plausible worst case.

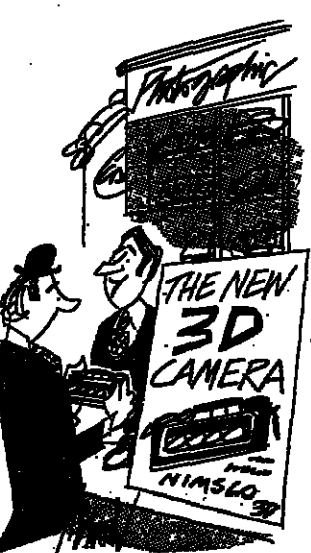
Men & Matters

Some day his prints will come

"You are limited by the size of your dreams," opined Jerry Nims yesterday. And the three-dimensional snapshot pioneer made it quite clear that small-time dreaming was not his weakness. The man who put the first syllable into the Nimslo 3-D photographic venture (the second is provided by his Chinese partner, technical wizard Allen Lo) was not of a kind to be subdued by a roomful of sceptical journalists. "Our goal in the 1980s is to be the Eastman Kodak of three-dimension," he proclaimed.

Nor was his colleague Graham Dowson, deputy chairman of Nimslo International, content to be cast as a man of small ambition. Dowson, who once lost out in the famous bedrooms-to-boardrooms bust-up with Sir John Davis at the Rank Organisation, declared that in the field of photography Nimslo would be "as big as or bigger than Xerox."

Nims and Dowson were entitled to be in confident mood. Next Monday, shares in Nimslo International begin trading on the London Unlisted Securities Market after a share issue, mostly to London investment institutions, which has raised over \$50m. Two previous capital-raising moves in London, in 1978 and 1980, have produced a lot of highly satisfied UK investors. After all, at the issue price the whole Nimslo International business is valued at \$46m—and this before the company has sold a single camera. On present projections, paying customers will not be able to get their hand on Nimslo's four-lens camera until next March at the earliest, and by the end of next year, however, Timex in Dundee should be churning out cameras at the rate of 500,000 a year. Suddenly,



"It's unique, sir... it even makes our politicians seem lifelike!"

according to Nimslo's publicity material, the world won't be flat any more. "Imagine looking at a picture so real, so lifelike, that you want to reach in and touch the subject," gushes the Nimslo brochure.

Unfortunately, one aspect of Nimslo is unsearchable and untouchable—its relationship with the somewhat secretive Timex Corporation. Since this publicity-seeking U.S. private company became heavily involved in the Nimslo project, the ultimate ownership if Nimslo has become less than clear. For 75 per cent of Nimslo International is owned by a Bermuda company, Nimslo Technology, formerly called Fairhaven, which a year ago bought up the former Nimslo Technology Inc. where Jerry Nims was a 46 per cent shareholder.

According to Nims yesterday his own total beneficial stake is one share in Nimslo International, though he also has an annual salary of \$150,000 to help him get along. Still, Nims

is on the board of a charitable foundation which is a big shareholder in Nimslo International, and on the same board is Timex director Jim Davidson. Another large shareholder is Norwegian shipping magnate Fred Olsen, who controls Timex.

Why the coyness about who British institutional shareholders are getting into bed with? Jerry Nims was apologetic yesterday, pointing to differences of philosophy. Unlike himself, Timex did not believe in press conferences. "These people believe they should appear in the newspapers the day they are born, the day they get married and the day they die," he explained.

Flat rates

As the dust settles and the demolition experts count their \$300,000 for neatly disposing of two tower blocks of flats in London's East End, the hard-pressed ratepayers are left to choke on the fact that they and their yet-to-be-born children will be paying for the non-existent homes until the year 2024.

Newham Council built the flats, optimistically described as dream homes of the future, to replace some of the slums of the Stratford part of the borough in 1962 and 1966 at a cost of £550,000.

The two towers housed 128 families in 15 storeys of what quickly came to be found as structurally faulty concrete pillars. Repairs would have cost at least £1.5m. So they were demolished in 12 seconds, leaving a pile of debris—and debt.

All housing debt is incurred over 60 years in Britain and part of each ratepayer's annual bill goes to pay the interest. In this case that will be £84,000 a year for 43 years for what is now mere wasted space. But Newham's residents can console themselves with the thought that they are not alone

The first such victims were in Birkenhead where two 11-storey blocks went up to loud acclaim and came down again within 21 years. Ratepayers in Newcastle-upon-Tyne still pay handsomely for a patch of weeds once occupied by new design-for-living flats which rapidly became "unsuitable even as student accommodation."

This very week a decision may have to be made to raise an entire estate in Manchester rather than spend £9m on essential repairs. That estate is just 10 years old.

Accounted out

Help! The Society of Company and Commercial Accountants has got its monickers in a twist.

The SCCA has finally pulled off the merger with the British Association of Accountants and Auditors which has been under discussion since a steering committee was set up in 1978. The merger does, however, leave the 10,000 members of the enlarged society with a tangled web of letters to spin after their names to show their professional affiliation. Some members will continue to use British Association designations—ABAA, or, for fellows, FBAA, while others will be FSCA or FSCA, according to the type of work which the member does.

One solution would, of course, be to forge a new name for the group, whose initials could supplant both of the sets currently in use. A good idea, I agree, but in the current political climate I would advise the Society to steer well clear of one suggestion which has been under consideration—the Institute of Registered Accountants. The name rolls sonorously enough off the tongue, but I do not think the initials would look well on a business card.

Observer

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JAPAN-EC SYMPOSIUM

JAPAN-EC ECONOMIC RELATIONS
AND THE WORLD ECONOMY

More than 350 participants from various sectors — industry, Government and institutions from Japan and Europe met in Tokyo on November 5th-6th to discuss the future of Japan-EC Relations. The two-day Symposium, jointly sponsored by the EC Commission, the Japanese Ministry of International Trade and Industry and the Japan-EC Symposium Committee, provided a platform for each side to air their views.

The symposium was the first of its kind to be jointly sponsored by the Japanese Government, the EC Commission and the Japan-EC Symposium Committee. During the two-day sessions, representatives from government, business and other sectors exchanged frank views on trade relations, industrial cooperation, the international economy, labour relations and other broad issues.

Both sides regarded the symposium as a positive step to narrowing the perception gap between the two sides, and enhancing mutual understanding.

Leading representatives of the two sides, Japanese Minister of International Trade and Industry, Mr. Rokusuke Tanaka, and Vice-President of the EC Commission, Viscount Etienne Davignon, opened the Symposium with following comments:

Both Japan and the European Community are expected to play an important role and share the responsibility for preserving the liberal economic system as two corners of the triangle, together with the United States.

The liberal economic system is based on the firm adherence to the principle of free trade. If Japan, the European Community, or the United States moves toward protectionism, this would obviously lead to a crisis in the world economy. The economic situation after the second oil crisis makes it difficult for us to adhere to principle of free trade. In such a difficult period, it has become more important for both Japan and the European Community to make further efforts to secure the liberal economic system, for the development not only of Japan-EC economic relations, but of the world economy. Japan and the European Community are also expected to make efforts to revitalize the world economy which is now facing various difficulties.

There is a difference in social awareness between Japan and the European Community due to their geographical distance, their different languages, natural features, and other factors. In fact, there exists an unfortunate gap in perception between the two sides. In order to bridge this gap, Japan and the European Community will be expected to make further efforts for mutual understanding and to build an even closer relationship between them. In other words, both sides should be open-minded in dealing with specific problems that arise between them.

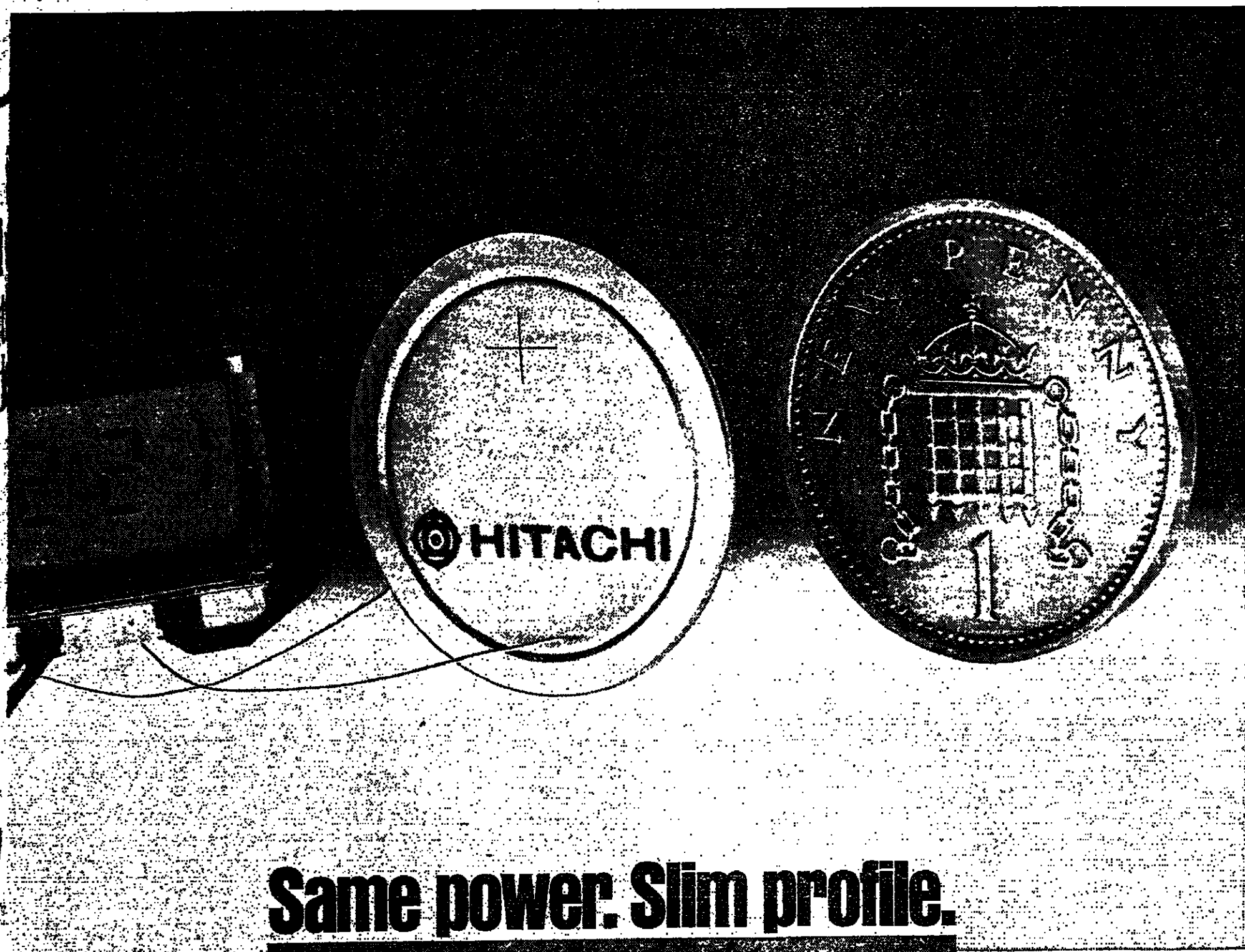
It is most important, therefore, to expand trade and to promote industrial cooperation between Japan and the European Community. It is also necessary for both sides to renew efforts to reciprocally expand their trade. Japan and the European Community should also promote mutual investment and changes in technology, joint research and development, and management expertise, as well as increase cooperation in third market countries.

The following are summaries of speeches given at the meetings.



Minister of International Trade and Industry, Mr. Rokusuke Tanaka (centre) addressing the Japan-EC Symposium. From left to right, Sir Roy Denman, Director General for External Relations of the EC Commission; Mr. Shohei Kurihara, Vice Minister for International Affairs, Ministry of International Trade and Industry; and Viscount Etienne Davignon, Vice President of the EC Commission.

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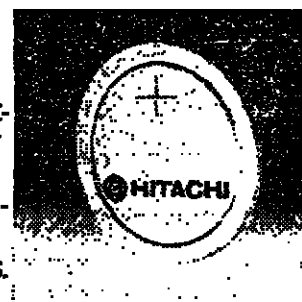


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ECONOMIC DEVELOPMENT IN JAPAN AND IN THE EUROPEAN COMMUNITY
AND PERSPECTIVES FOR JAPAN-EC RELATIONS

Viscount Etienne Davignon
Vice-President of the EC Commission

I have listened with great interest to the speech of Minister Tanaka. I remember well the discussions we had in Brussels in June, when he and Prime Minister Suzuki visited the Commission. Since then we have recently had a visit from a very powerful delegation of the Keidanren. And it is not exactly a coincidence that the Keidanren has since visited the United States and that the US Secretary of Commerce, Mr. Baldrige, was here last week, for discussions on the problems between Japan and the US. This Symposium comes indeed at a very significant time, at a time when we need to take stock and draw some conclusions about how the major economic powers, and specifically the Community and Japan, are going to work together over the coming years.

Central to our relationship is the tri-lateral responsibility for the open world trading system which must be carried by Japan, the Community and the U.S. Together we account for something like half of world trade. We meet from time to time at world economic summits. At the last meeting in Ottawa in July we reaffirmed our commitment to the open trading system, which has played a major part over the last 30 years in bringing mankind the greatest period of prosperity known in recorded history.

But this system will only endure if we work together. And here the salient fact, as we see it, is that there is a big gap in cooperation on both trade and industry between Japan and the Community, in contrast to the much closer relationship which exists in these areas between the U.S. and the Community, and even between Japan and the U.S., despite the problems to which Mr. Baldrige and others have called attention.

This is a dangerous situation. It is dangerous because it leads us to concentrate on what divides us instead of what we

could achieve by working together. And it is particularly dangerous for us with the contrast between the relatively high growth, full employment and low inflation in Japan on the one hand, and, on the other, the bleak and worsening economic circumstances in the Community. Even if there is a very modest up-turn in activity next year, after what is politely called negative real growth this year, unemployment will be rising steadily from the present level of 9 million — the highest level in some of our Member States since the great depression of the early 1930s.

So, you will see that when, in these circumstances, we talk of the need to moderate Japanese exports to the Community in certain key areas, we do so not in any protectionist spirit, but because, in view of the difficulties we face in Europe today, there are social and political limits to the rate of change. We stand by the rules of the international trading system. When others are more competitive than we realise we have to adjust. As Mr. Biffin, the British Trade Secretary, put it the other day, there is a "spread limit" to adjustment. If you step off the roof of this magnificent hotel, or if you walk down the stairs, the change in your position will be the same. Only the time factor — and the consequences — will be different. Thus, when we in the Community adopt a policy designed to slow the rate of change in one of our industries, it is designed not to prevent change but to make it socially and economically acceptable.

And the other side of the medal is the willingness of Japan to accept imports. Japan's imports of manufactured goods at 22% of total imports are substantially less than is normal for a modern industrialized country. The equivalent figure for the Community is 44% — for the U.S. about 55%. In terms of manufactured imports per head, the contrast is between \$360 for Japan, \$625 for the European Community and \$677 for the U.S. That is why I welcomed the statement by Minister Tanaka in July that Japan would do what was necessary to increase its imports of manufactures. It was an act of statesmanship that I trust will soon be reflected in the facts. I recognize that an adjustment of the magnitude required in Japan's trade pattern will not be easy. But it is vitally necessary if the underlying problems of our relationship are going to be solved. We must, as a matter of urgency, tackle, through our joint effort, the real structural difficulties that exist and which have so far defeated our efforts to achieve a more balanced flow of trade in both directions.

Looking ahead what are the new spheres where Europe and Japan can act well together? I am struck by the fact that, despite our frequent contacts, there is no big research project under way between us. Here I think we must make a deliberate effort to find a major joint endeavour in one of the technologically advanced sectors, or in the

field of nuclear safety, for example, where both sides will gain from acting together. The Member States of the European Community are unable to undertake projects of the scale concerned on their own, nor is it in Japan's interest to attempt to go it alone. Here there is a sphere where we should be capable of finding ways of working together, and I should like to appeal to Minister Tanaka to explore the possibilities that undoubtedly exist in this area. I for my part will certainly give my active support.

This brings me to the major theme of the restructuring of industry that is now under way in Europe. Here I have to say quite bluntly that time is running out. Community industry has to be restructured, but in this process it needs to know where it stands vis-a-vis Japan. It needs to know whether it will be able to have effective access to the Japanese market. It needs to know whether it can count on a sensible moderation in Japanese exports in certain key areas while the process of restructuring is going on. Because here I have to say that if European industry cannot count on Japan, then Japan cannot count on the European market.

So far as industrial cooperation between individual firms is concerned, there is still a wide scope for Japanese industry to work together with EC industry, whether in third markets, in Japan or in Europe itself. When I compare the great impetus given in Europe by U.S. firms since 1945, one sees the opportunity which exists for Japan to invest in Europe and to bring in technological know-how and management skills which can have a big part to play in the task of European industrial rejuvenation.

And all this, Mr. Chairman, fills out the basic theme of inter-dependence on which we shall be concentrating today and tomorrow at this Symposium. Our feeling is that the Japanese Government has well understood this theme. But we are faced with the practical question of what can be done, and what can be done quickly, because while we are under no illusion that these basic problems can be solved easily, it is imperative that we should be able to demonstrate that steps in the right direction are being taken. And in this context it is clear that 1982 is going to be a very difficult year.

So we, Europe and Japan, have to look at the future together. As far as Europe itself is concerned, there is scope for action at all levels. There are certain tasks that can best be performed by the Community, some by industry and others again by the Member States. What is required is an organized, but not exclusive, relationship with Japan involving each of these elements. But above all it is indispensable that we make progress without delay because, as I said earlier, time is running out for both sides. We can no longer afford merely to engage in discussions or to exchange visits. We have to take decisions on how to proceed together.

During the two days of this Symposium the speeches and debates will bring out fresh aspects and develop particular issues. This is part of the broad process of drawing our two industries and economies closer together. I shall look forward to hearing your contribution to what is, as I have stressed, an urgent task that confronts us all.



Mr. Rokusuke Tanaka
Minister of International Trade and Industry

Today the world economy is characterized by growing interdependence and beset by a number of problems. It is more important than ever that countries cooperate to develop a healthy world economy.

This is why, since I became Trade Minister, I have spent a total of 74 days visiting 22 countries — including Europe and the United States — to hold discussions with their leaders.

Economic relations between Europe and Japan are particularly important, since they form a link in the European-American-Japanese tripartite structure that supports the world economy. I have long wanted to see more effort put into developing these relations.

I believe it is significant, therefore, that political, business, and media leaders from Japan and Europe have gathered here for frank exchange of views on the future of European-Japanese economic relations. As one of the sponsors of this symposium, I wish to offer an especially warm welcome to Vice-President Davignon, and Co-Chairman Demman and the speakers and panelists who have come all the way from Europe to participate here today.

Japan and Europe share a long history of cultural, religious, artistic ties. Our economic relations, however, have not developed as fully as those between Japan

and the U.S., or Europe and the U.S. Since the second oil crisis, many Western countries have been faced with common problems such as reduced economic growth, inflation, increasing unemployment, and balance of payments deficits.

Luckily for Japan, it has been able to ride the second oil crisis smoothly, based on valuable experience gained from the first oil crisis. Other countries, however, have required more time to overcome their economic problems. As a result, some are adopting strong protectionist sentiments, and this is cause for grave concern.

We still have vivid memories of the economic catastrophe that followed when countries rushed to implement protectionist policies during the 1930s depression. Protectionist policies may alleviate political difficulties in the short run, but they ultimately hinder the development of the world economy. The participants at the Ottawa Summit reaffirmed their commitment to the principle of free trade and to the belief that free trade must be the motive force behind the development of the world economy. The most important issue before us is how to manifest this commitment. While visiting Europe in June, I discussed trade issues with Vice-President Davignon in Brussels. From that discussion, I understood that Europeans are extremely sensitive about the effects of Japanese imports on their recession-plagued industries because we both produce similar industrial goods.

It is important for Japan and Europe to work for mutual prosperity. Japanese industry fully understands that global prosperity is essential for Japan's prosperity. As I see it, the Japanese are working harder to understand Europe than European are to understand Japan. As one evidence, Japanese industry is now trying not to flood markets with concentrated exports.

We should, however, be putting more emphasis on reciprocally expanding trade, not restraining it.

Trade with Japan accounts for less than five per cent of all imports and exports for the EC. I would like to see more European goods imported into Japan. The Japanese market is more open than its EC counterpart since it lowered tariffs and simplified import and inspection procedures. Despite these efforts imports of European products have failed to increase significantly.

This is probably because European and Japanese industries sell similar manufactured products, which inevitably compete with each other. I believe in eliminating any existing barriers to European goods not marketed in Japan, even though they would be competitive here.

In July, I urged our industry and the Japanese public to increase imports. We have dispatched buying missions and held seminars to encourage exports to Japan.

The EC trade fair that opened yesterday is also an example of such cooperation. We have also set up a special council on manufactured goods imports, represented by Government and business members, to study specific problems.

There has already been a good deal of reciprocal industrial activity between our countries: Japanese investment in household and commercial electronics; technical cooperation in automobiles, machine tools, and steel industries and in joint technical development of civil aircrafts.

Such cooperation help create jobs in partner countries, revive lagging industries, and strengthen the economic base of industrially advanced countries. Ultimately these efforts will expand international trade and ease trade frictions.

I plan to continue to work for industrial cooperation, and I am sure Vice-President Davignon intends to do likewise. For instance, we have set up an Industrial Cooperation Planning Office within my ministry as well as a foundation for promoting trade and industry. We have exchanged views with the British Government, and we plan to hold similar meetings with other EC countries.

In order to promote cooperation in third-country markets, we have signed a joint insurance agreement with Britain, France, Belgium, and the Netherlands. In the private sector, the Japan Machinery Exporters Association has discussions with European industrial organizations. Both the government and business sectors need to work from their respective standpoints to establish such relationships with still more countries.

It is important that the recent visit to Europe by an economic mission be followed closely by a private delegation. Through the Japan External Trade Organization (JETRO), we will hold industrial cooperation seminars in Britain, France and Italy.

We will also set up committees for encouraging industrial cooperation with EC countries. Furthermore, at the request of the OECD, Japan is planning to hold an international symposium on productivity in Tokyo in May 1983. This is part of an effort by the Industry Committee of the OECD to improve productivity — a major factor affecting business growth. This symposium, which will bring together industrial, labour and academic leaders from many countries, will discuss the problems of improving productivity from angles of business management and industrial relations.

I have spoken frankly, stating some of my personal views. I do wish to stress, though, there is still room for improvement of Japan-EC relations.

So, in closing, I wish to affirm my intention to cooperate with the EC Commission, the Co-Sponsor of this symposium, and to strive for the development of European-Japanese economic relations and, thereby, for the development of the world economy.

PARLIAMENT AND PUBLIC IN JAPAN-EC RELATIONS



Sir Fred Warner
Chairman of the EC-Japanese Parliamentary League of Friendship

I have been asked to speak to you on Public Opinion in Europe and its effects on Japanese-European relations. I well know the difficulties and dangers of this subject. There is the risk of just giving one's own views or that of the noisiest section of the public and attributing them to the public at large. I will try today to explain to you as honestly and accurately as I can what I believe to be the generally held opinions of the majority concerning relations with Japan and, hence, the kind of pressures which the peoples of the European Community are putting on their Governments.

First of all, is there really such a thing as a "European public opinion"? In Japan, for a European public opinion? In Japan, for a hundred years, you were used to dealing directly with countries like Germany, France, Britain, each of which you considered very different in character, which they are. The notion that there might be a real European Community and that its Institutions might be truly capable of dealing on behalf of national Governments was only very slowly accepted in your country; there is still much scepticism today. It therefore came to us as a great encouragement when Prime Minister Suzuki and Minister Tanaka, during their visit to Europe this summer, appeared to accept that Japan would henceforth have to deal with the Community as a whole through its chosen instrument, the Commission.

I believe that behind both the common institutions and the individual Governments of Europe there lies a genuine group of attitudes towards Japan which are shared by the public. Those attitudes at present are dominated by the recession and widespread unemployment. The sudden halt or reversal of progress in living standards and particularly the fact that nearly 9 million workers in the Community are now unemployed, makes people desperate and quick to attribute blame. Of course Europeans do not think that your country is responsible for the recession or that Japanese imports have replaced 9

million jobs. But they do react aggressively to every factory closure and every loss of industry which results from Japanese competition.

When you sell motor cars, television sets, or tape decks, you are dealing in two of the principle fields of popular consumption and you are therefore very much in the public eye. When you move into the fields of numerically controlled machine tools, robotization and advanced micro-electronics you are perhaps less readily visible. But you are, in fact, walking into a minefield because the effects of your sales can be seen on the factory floor in loss of jobs, in the replacement of European workers by Japanese machines and in stunting the growth of domestic technologies. These effects are greatly increased by the concentration of your exports in limited areas. People in Europe do not see their own huge exports as harming anyone or as threatening other peoples' industries overseas. But they do see Japanese imports arriving in such a torrent as to close down factories, companies and even whole industries. The virtues of your thoroughness in planning, the application of your work-force, the skills of your salesmen are the very things which bring you under fire.

The concentrated pressures on a few sectors of European manufacturers raise protests from circles of workers, their fellow trade-union members in other industries, their suppliers and their neighbours. And their reactions against Japanese imports are far more vocal and far more pressing on Governments than the vague good will of those consumers who enjoy the positive benefits of excellence, reliability and price of Japanese cars, T.V.s and other consumption goods.

Now we come to the difficulties of European exporters in selling their goods in Japan. My task is to tell you that everywhere in Europe the view prevails that the Japanese market is virtually impenetrable due to a range of non-tariff barriers, administrative, cultural or historical. There are undoubtedly many European businessmen who have been highly successful in selling in your markets but their voices are scarcely heard. Better known are the problems of those who have found the Japanese markets far more expensive and more difficult to penetrate than those of any other industrial country. This may seem unfair or unjustified to you but I assure you that this view is almost universally accepted in Europe.

A new field of public discussion is that of technological advance. The old view, held until some years ago, was that Japanese industry tended to adapt or to improve ideas and models which originated in the West. Perhaps the fact that Japan was a net importer of technology reinforced the idea. Now, in many fields, Japan is the innovator but public opinion has hardly kept up with this. If public opinion were more informed about your technological achievements, there would be a much greater eagerness for industrial co-operation

between our two countries.

One way in which we could greatly improve economic relations between Europe and Japan is to have Japanese ventures or joint ventures manufacture inside the Community and for European ventures or joint ventures to manufacture in Japan. But here again we run into a barrier in public opinion. There is a very wide distrust of Japanese investment in Europe. This is strange, because those Japanese firms which have set up in Europe have been both successful and popular locally. Moreover, Japanese investment in Europe has been negligible compared with that from our friends in the United States. For instance in the U.K. alone during 1976-79, we received US\$6 billion of U.S. investment, but only US\$200 million of Japanese investment. Yet, while American investment was welcomed, Japanese investment was viewed by the public as a possible threat. Secondly, Europeans believe that, whatever your Government may say on the matter, Japanese banks and industrial companies are extremely hesitant to welcome inward investment or joint ventures. On both sides, these attitudes must be changed.

What is the effect of these widely held views on European Governments? Do public attitudes build up pressures for protectionism? I must tell you frankly that they do. Against a background of recession and unemployment, Governments and institutions are nervous and sensitive. The issues have ceased to be just economic; they have become deeply political. However unreasonable our public attitudes may seem to you, you have to re-examine them as a genuine expression of belief and deal with them against the background of news media which are by no means generally favourable to your case.

May I make a few scattered observations on what can be done on your side?

First, we have very different ways of going about things. The Japanese value long and careful consideration before they reach a decision. Europeans, however, think that speedy communication and decision-making are signs of sincerity and a real desire to cooperate — slow reactions are viewed as delaying tactics.

Secondly, our distrust of Japanese intentions is matched by your preference for dealing with your own friends and suppliers at home rather than risking a plunge with a foreign company. Both of us need to shed the past and be bolder in our decisions.

Thirdly, I hope you will not underrate the effect of very small actions. For instance, I can never convince my Japanese friends when I tell them that your refusal to observe the International Whaling Convention has done the Japanese image abroad more harm than you can imagine. There are many small gestures which you could make, perhaps on footwear, or confectionery, or on whatever you may choose, for which you could compensate your own industries and which would give you a disproportionate return.

Fourthly, it is more important to encourage your friends and to find collaborators than to prove that you are right. The European public have everything to learn about Japan, even the most elementary facts about your need to create trading surpluses because of your lack of energy resources, raw materials and domestic food supplies. We will do our best to improve the state of public knowledge. But people will best learn these things from active collaboration and exchange with you and not from well-drafted official news sheets. If we truly share the benefits of our free-trade system, we shall have few causes to worry about hostile public opinion.

In the end, we are looking for political collaboration in a world where we both want to meet all challenges together. Japan increasingly shows itself able and active in meeting with the United States and Europe, all the political problems which plague the World. If we remove the economic misunderstandings and prejudices, we shall go forward to more powerful and successful political achievements.



Mr. Tadashi Kuranari
Chairman of the Japanese-EC Parliamentary League of Friendship

As chairman of the Japanese side of the Japanese-EC Parliamentary League I have worked with Sir Fred Warner, chairman for the EC half of our organization, to deepen understanding between Japan and the EC and to further strengthen ties.

Over the past five meetings I believe we have come to a deeper understanding of our respective positions. Yet a multitude of problems, including the trade issue, remain to be solved between Japan and the European Community. As things stand now, I believe it inevitable that there should be constant friction between us.

Japan and the EC must cooperate together for the peace and prosperity of the entire free world. I would liken our bilateral relationship to a "marriage of reason". And we must find ways to make this marriage work.

True, Japan and the EC share common values of freedom and democracy. Yet there is more than physical distance separating us. Our language and our cultures are different. The Japanese, nevertheless, have always admired European history and culture. After the Meiji Restoration in the late 1800s, Japan endeavoured to catch up with European civilization. Yet these factors did not bridge the gap between us. In the past, Europe did not consider Japan vital for its existence, and Japan, for its part, felt no need to deepen the relationship. While Japan-U.S. ties became intimate after World War II, our relations with Europe have not been particularly close.

The turning point came with the rise of trade frictions. We learnt painfully, that we must be more aware of each other and try to understand each other better.

There is much in European culture, history and technology, every aspect of European civilization in fact that is unique to the world. Japan likewise is distinct in many ways. There are even more profound differences, however: Japan's more than 200 years of isolation, and Europe's need to resist constant threat of invasion from neighbouring countries, have developed vastly dissimilar *modus operandi* and national characteristics.

I do not believe it possible to assimilate these great differences. Yet unless we come to grips with them, we will leave room for more misunderstanding and friction.

Japan was able to achieve a high level of economic growth in the years following the Second World War. This was largely a result of good labour-management relations, the diligence of the Japanese people, and a generous dose of good luck. At present Japan is still groping to find its international role, but its efforts have not been adequate. It may take a long period of trial and error, but I am confident Japan can play a healthy, constructive role as a member of international society.

I believe the starting point for deeper mutual understanding between Japan and Europe is to be found in properly appreciating each others' values, being clearly aware of our respective differences, in short, "the marriage of reason" to which I referred earlier.

We, the members of the Japanese-EC Parliamentary League, and many other people have worked hard to foster this necessary understanding. Those efforts, however, have not been enough. I feel in particular that Europeans still lack an adequate and accurate understanding of Japan. In the future we in Japan must work even harder to help Europeans know our country better.

It is truly sad that it took trade frictions to start Japan and Europe on the road to mutual understanding. Yet our position in the world is such that we need to cooperate rationally together for world peace and prosperity. Japan wishes to take this opportunity to become ever more aware of the role Europe fulfills in international politics and the global economy. At the same time,

by establishing Japan's international role, we must work together to eliminate misunderstanding and alleviate friction between our countries.

For centuries European history has been marked by repeated conflict among the nations of the region. Based on the bitter lessons of World War II, however, Europe today is vigorously working to achieve integration through a strong European Community. We in Japan are happy to see these encouraging developments. The integration may not be complete, but the European Community today stands as an essential pillar for the world political and economic system.

There are many problems that Japan and the EC must work together to resolve in the years ahead. Areas for joint efforts include promotion, not only of trade, but of industrial cooperation. Exchange of investments, joint technological research and development, and cooperation in third country markets are some examples. Again, it is vital that Japan and the EC cooperate to resolve the energy problem, aiding developing nations, and the newly industrialized countries. It may also be necessary from time to time for Japan and the EC to collaborate in advising the United States on issues of common interest. Japan, the EC and the United States need to cooperate together as representatives of the free world, to ensure a stable world economy.

For that, we must first solve the problems that exist between Japan and the EC. We in Japan are of course pleased that Japanese goods are regarded so highly in Europe for their low cost and good quality. But we do not want to aggravate unemployment or create problems for European governments. On the other hand, I personally am not convinced that the Japanese market is as closed as the European say it is. I believe it is no more closed than those of EC countries. Admittedly, the distance between Japan and the EC is great, and there are serious problems such as linguistic differences.

There are still a great many misunderstandings between Japan and the EC, because of insufficient efforts on both sides to eliminate them. To correct these misunderstandings, we must try to put ourselves in the others' shoes. No matter how tedious the process may be, we must adequately discuss specific problems such as differences in business practices.

There are ceaseless, inevitable frictions in Japan-EC relations which cannot be removed overnight. As an example, Japan, which has led other advanced nations in overcoming the oil crisis, still suffers from lingering side-effects and recession in our material industry. It is not possible to solve major problems quickly, but if we do not work steadily to solve them step by step, they will remain unresolved forever.

It is through meetings such as this that we can expand and strengthen ties between Japan and the European Community. I look forward to seeing our problems disappear through long-term interchanges.

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EC Scholarship Programme in Japan Successful

Joint Effort Aimed at Long-term Expansion of EC Exports

Increased Knowledge of Japan

Three European businesswomen have participated in the EC Scholarship Programme set up by the EC Delegation in Japan, which has been carried out with the mission of the European Communities and companies. The three-month periods of training given the participants a knowledge of Japan's culture and commerce. The goals of the programme provide business people opportunities for practical and, thereby, help to export; to help them establish contacts in Japan as a means of increasing cooperation between the countries; and to encourage a greater flow of information on Japan's business environment.



Leslie Fielding, head of the EC Delegation in Japan.

Increased Knowledge of Japan

Leslie Fielding, head of the EC Delegation in Japan, has summed up the underlying philosophy of the programme by stating "The Commission, in taking this initiative, has recognised that European industry's performance on the Japanese market could be improved by better knowledge of Japan, its language, culture, and general business environment. The programme is therefore a symbol of European recognition of the need to learn more about Japan, just as Japanese businessmen have learned about Europe."

He also noted that "The Scholarship Programme is thus intended to support the longer term prospects for EC exports to Japan, and to promote the international industrial cooperation between European and Japanese industry which will become increasingly indispensable in the 1980s and 1990s."

"Japan and Europe have heavy responsibilities, both towards each other and towards the Western world as a whole. Balanced and harmonious relations between us are essential if we are to contribute to best effect to the stability and prosperity of international economic interchange, and to a resolute Western approach to world problems..." he added.

Learning Japanese Aids Understanding

The training programme is made up of three parts: a year of intensive language study; at least six months of in-house or "internship" training at cooperating Japanese companies; and an on-going programme — coordinated jointly



Paul Manzi, former of C. Tennant & Sons, Ltd. (U.K.).

He is impressed with the large volume of data handled by the worldwide information network of Nishio Iwai, and the fact that virtually all of the information is put to practical use. He also commented favourably on the importance Japanese businessmen attach to building and maintaining personal "human relations" networks.

by the EC Delegation in Japan, KEIDANREN (the Japan Federation of Economic Organizations) and the Keizai Koho Center (The Japan Institute for Social and Economic Affairs) — of seminars, workshops and lectures. This programme is supplemented by systematic visits to a representative range of Japanese commercial, industrial and financial institutions.

The first EC scholars' training group, consisting of 21 persons, started its language course in Japan in October 1979 and completed that portion of the training in August 1980. The group's internship extended between September 1980 and February 1981. The second group of 22 persons started language training in October 1980, completed that part of the programme in August 1981, and then moved to in-house training.

Interest in Sogo Shosha Training

Interestingly, approximately half of the two groups of business people who finished intensive language study asked to be assigned to one of the large sogo shosha. This greater-than-anticipated interest by the trainees in Japan's unique general trading companies reflects the strong interest of the EC in how these giant corporations function. To provide a balanced answer in a well-rounded curriculum, Yoshio Katagiri, chairman of the Sogo Shosha Committee of the Japan Foreign Trade Council, authorised a group training programme that was conducted on a number of occasions. Some major themes in the intensive sogo shosha instruction included: structural change in Japan's international trade; western style management and Japanese style management, hedge against risk; insurance covered by the sogo shosha; and mobilisation of financial resources by the sogo shosha.

The interns used their time advantageously at the participating sogo shosha to make numerous contacts and to visit many supplier companies.

Sogo Shosha Booklet from Scholars' Reports

At the request of the Sogo Shosha Committee, the executives in the programme prepared individual reports based on their experience and insights. These were compiled into a booklet published in the summer of 1981 under the title of "The Sogo Shosha — Observations by Scholars of the European Communities." Persons desiring a complimentary copy of the booklet are advised to send requests to any of the sogo shosha listed below.



The following statement appears in the booklet: "I can think of no better place for an EC scholar to

undergo his in-house training than in the sogo shosha, where our scholars have been warmly received and where they have been able to learn so much about the functions of the sogo shosha as a 'lubricant' of international trade and a 'catalyst' of new business..." The 95-page booklet provides a brief outline of the EC Scholarship Programme, a general introduction to the sogo shosha, and reports on a variety of topics chosen by the contributing business people.

Scholars Comment on the Programme

The European businessmen and women involved in the programme have made many written or verbal evaluations, some of which follow. "The time has come for European industry to see that lessons can be learned from the success story of modern Japan..." "A sogo shosha is not only a trading company, but is also capitalist, organiser, and coordinator." "In Europe, one never has a finger in another person's work... One's office is a private room which is entirely different from the office type room commonly found in a Japanese company. In Japan, however, every member of a section knows something about all of the jobs of a section and everyone is responsible for them. The job of a section chief is to assure smooth teamwork. This teamwork is a major reason why Japanese business succeeds." "I think it is not the lifelong employment system but the seniority system that supports Japanese business. The seniors in this system have rich experience in every field and in every aspect of each business division."



Verena Moll, former of Deutsche Siderexport West Germany.

She selected a sogo shosha for in-house training because this kind of trading company only exists in Japan and merits further study. Her strong interests in distribution systems and energy problems have led her to study the developing and emerging functions of the sogo shosha, in the fields of metal and steel as well as energy resources.

In his comments on Japanese business and the sogo shosha, one scholar quoted the following from famed futurologist Herman Kahn. "These trading companies have a great potential for acting as a conduit for capital investment. While they are already doing so, and have a long record in this kind of activity, I feel sure that the scale of these operations will expand enormously in the future... Since Japan has now reached the point where it can and should become a larger importer, the trading companies are in a unique position to benefit both themselves and the countries with which they deal by bringing this about."

Current EC Scholars Comment

Scholars now in the training programme are making an effort to specialise in areas that might be of particular value in the future; they are sharing their discoveries and viewpoints with others.

Basilio Buffoni of Italy's Siderexport (assigned to Mitsui & Co., Ltd.) is interested in acquiring considerable knowledge on all aspects of the import business and third-country trade. He is now attached to Mitsui's Iron and Steel Administrative Division, Systems Group, where he is working successively in as many departments as possible. He found it interesting that the smooth flow of work is not interrupted when an employee is absent, because others in the office have the skills to step in and do the



Some of the first group of EC scholars. Throughout their stay in Japan, the EC scholars attracted a great deal of attention. Articles appeared regularly in many of Japan's most respected and widely read newspapers. Interviews with the scholars in Japanese were also aired on television. No matter where they went, the EC scholars were warmly received.

work. Another thing he liked at his assigned company was that all employees were so well-informed on corporate policies and objectives. Since he has learned Japanese well, he hopes to use his language skill to help build more cooperative business ventures — possibly in foreign trade — between Japan and Italy.



Peter Chivari, former of Maschinenfabrik Loesch GmbH West Germany.

He commented on Japanese skill in marketing strategy and noted that European and American markets were complicated and customers were demanding. Japanese products sell in Europe because they are well designed, reasonably priced and their quality is relatively high. These product attributes alone were not enough to assure large sales volume, so Japanese manufacturers opened new markets, created new fashions, and activated latent market demand.

Paul Manzi, former of C. Tennant & Sons, Ltd. of England, is receiving in-house training at Nishio Iwai Corporation. Mr. Manzi had studied Japanese before coming to Japan with the training programme. He is now a very fluent speaker of Japanese. His special interest is chemicals and he is working in Nishio Iwai's Chemical Division. This gives him the opportunity to come into contact with manufacturers and distributors of chemicals throughout Japan. He is seeking to identify business opportunities in the Japanese market and elsewhere. His tasks at the assigned company also include helping to prepare an English language brochure and promotional material on chemicals.

Verena Moll was formerly employed at Deutsche Siderexport in West Germany and has been assigned to the Marubeni Corporation as an "intern." An expert in market research, she wishes to expand her career to include marketing and sales of European industrial goods in Japan. For this reason, she is now a trainee in the Iron and Steel Division of Marubeni. She believes that a knowledge of the Japanese language is highly recommendable in order to work effectively in Japan. Ms. Moll had expected to find business more hectic, because of the obvious fast growth of the Japanese economy. But, she found people work comfortably and appear to have time to find good solutions for daily difficulties that arise.

Peter Chivari was with the West German firm of Maschinenfabrik Loesch GmbH before entering the EC Scholarship Programme and coming to Japan. In his observations on differences in management between Japan and other countries he addressed the subject of long range planning and made a number of comparisons. In the United States, the quality and results of management are usually evaluated on a quarterly basis and then disclosed in the form of an interim report. In West Germany, where management styles are more

U.S.-oriented, they evaluate results at least once a year. Management in Japan, though, apparently avoids the short term view and places more emphasis on long range planning. They make sound capital investments and look more toward the future. This is an advantage.

Linda J. Gale, in an evaluation of policies and attitudes that exist at European and Japanese firms, points out the major differences in attitude between Japanese and English people in their views of the companies that employ them. Generally speaking, persons in Japan seeking employment think more in terms of a potential employer's corporate image, the prestige that goes with size, or of personal connections within the organisation. Employees will raise no strong objections to being posted to different types of jobs or to being transferred to different cities. On the other hand, job-seekers in England have a very clear idea of positions they would like to fill and will usually choose employers on the basis of the jobs they are able to offer. In Japan, with such strong reliance on employers, it is natural that employees regard their companies as second homes — only a little less important than their own homes.

Wolfgang Schmidt, Export Sales Manager for Asia of West Germany's SKF Kugellager Fabrik GmbH, is now assigned to the Overseas Department of C. Itoh & Co., Ltd. Schmidt has used some of his time in Japan to prepare a detailed presentation for discussion at his company. It covers Japanese business, culture, the family system, economic factors, and "what's happening" throughout the nation, and it is expected to



Linda J. Gale, former of Sumitomo Corporation.

She is scheduled to study at Sumitomo Corporation from December. In the interim she has gained preliminary information on the diversified, global activities of the company through a number of discussions with Sumitomo staff members plus a slide presentation. At Sumitomo she expects to study how to initiate and organise large projects and how to operate in third-country trade so that she can better serve as a mediator between the EC and Japan.

help his colleagues in Europe and friends in Japan to get to know each other better. When asked whether it was likely that the sogo shosha pattern of doing business would be adopted in Europe in the near future, he responded in the negative. He cited a number of European firms which were doing part of what the giant Japanese general trading companies were doing — such as exporting complete plants, arranging financing, and exporting a multiplicity of products — but stressed that European organisations and systems were quite different from those in Japan and that the sogo shosha were unique. At the same time he noted that Europe could learn some things from the Japanese ex-

perience and that some elements of their way of doing business could be adopted in a modified form. He anticipated that he would be able to provide more accurate assessments of the business environment



Wolfgang Schmidt, SKF Kugellager Fabrik GmbH West Germany.

He indicated that his assignment to a sogo shosha for the in-service part of the programme would allow him to study Japanese sales methods, management systems, and personnel training. His circle of business contacts would also be expanded. Asked about working relationships with office colleagues, he stressed that he found them to be very skilled in their work. When they discuss a specific matter or problem, they have all the facts at hand and know exactly what they are talking about.

in Japan and to make recommendations by next February.

Preparing for the Future

Commenting on the importance of Japan-EC relations and the Scholarship Programme, Leslie Fielding said, "...an operation as modest as the Community's Scholarship Programme to Japan may seem of marginal rather than central significance. But I believe it to be useful and positive, not only on its own merits, but as a symbol of the wider understanding to which both Japan and the European Community aspire."

The EC Delegation head added "... Seeds are being sown today which will come to fruition only in the next 10 or 20 years. But we hope that the cumulative effect of successive generations of these and other European scholars will be exponential and will create firm and lasting ties between European and Japanese industry. The scholars of today should be Europe's industrial leaders of the future. So the importance of their 18 months in Japan at this formative stage in their careers cannot be overestimated."

LIST OF PARTICIPANTS EC SCHOLARSHIP PROGRAMME

Nationality	Name	Japanese Host Company for "In-House" Training
2nd Group (1980 - 82)		
*(Hosted by a sogo shosha)		
Belgian	Stephane SOMSSICH	Daiichi Inc.
British	Michael RATCUP	Sumitomo Bank
	*Linda J. GALE (Miss)	Mitsubishi Research Institute
	Edward LEAMAN	Iscan Co., Ltd.
	*Paul MANZI	Sumitomo Corporation
	George MORTIMER	Gakken Co., Ltd.
	Kent DAHL	Alpha & Associates
Danish		Nishio Iwai Corporation
Dutch	Johannes SCHELTINGA-KOOPMAN	Industrial Bank of Japan
French	Vincent DESCOURS	GG Industrial Design Institute
	Robert DU MARAIS	J. Osawa & Co., Ltd.
German	Stéphane PECHMAJOU	MIPRO, Manufactured Imports
	*Peter CHIVARI	Promotion Organisation
	Manfred KIRFEL	Nomura Research Institute
	*Verena MOLL (Miss)	Toyota Motor Co., Ltd. + Toyota Motor Sales Co., Ltd.
	Wolfgang ROTH	Toyo Linoleum Mfg. Co., Ltd.
	Wolfgang SCHATZ	Victor Co. of Japan, Ltd.
		Mitsubishi Corporation
		Dentsu Incorporated
		Japan Steel Works, Ltd.
		Marubeni Corporation
		Yasukawa Denki Co., Ltd.
		Hirata Kiko Co., Ltd.
		Tokio Marine & Fire Insurance Co., Ltd.
		Meiji Mutual Life Insurance Co.
		C. Itoh & Co., Ltd.
		Sanjory Limited
		Mitsui & Co.
		Dentsu Incorporated
		Mitsukoshi Ltd.
		Nomura Securities Co., Ltd.
		Dai Nippon Doboku Co., Ltd.
1st Group (1979 - 81)		
Belgian	Robert VAN BEL	J. Osawa & Co., Ltd.
	Léon DE SCHUTTER	Toyo Menka Kaisha Ltd.; Japan Machinery Exporters' Association
	Erk FAMAEY	Mitsui Shipbuilding & Engineering Co., Ltd.
British	William EDDIS	Nomura Research Institute
	David HAYWOOD	Daiichi Jitsugyo Co., Ltd.
	Jonathan NASON	Nissan Motor Co., Ltd.
	Colin YARKER	Asahi Glass Co., Ltd.
French	Solange BAUDOUIN (Miss)	The Sumitomo Bank, Ltd.
	Dixier BIRON	The Daiwa Securities Co., Ltd.
	Jean-Luc DIEBOLD	Toshiba Corp.; JGC Corp.
	Denis DUCHESNE	Toshiba Corp.
	*Yves GIRALDET	Nissan Motor Co., Ltd.
	*Jean-Yves GOURDOL	Sumitomo Corporation
	*Jean-Luc SCHILLING	Marubeni Corporation
		Nichimen Co., Ltd.
		The Bank of Tokyo, Ltd.
		Kamematsu-Goshi, Ltd.
		Mitsubishi Corporation
		Nishio Iwai Corporation
		Mitsui & Co., Ltd.
		The Mitsui Bank, Ltd.
		TDK Electronics Co., Ltd.
		C. Itoh & Co., Ltd.
German	*Régis TEZIER	
	*Horst BAUER	
	*Rudolf HILGERS	
	*Hedda LUBBERS (Miss)	
	Richard SCHNEIDER	
Irish	John BYRNE	
Italian	*Alberto MELLONI	



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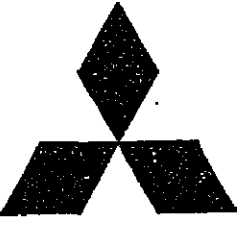


Marubeni CORPORATION

Tokyo Head Office
4-2, Ohtemachi 1-chome
Chiyoda-ku, Tokyo 100-91, Japan

London
London Branch, Marubeni Corporation,
London Branch, Marubeni Europe B.V.
New London Bridge House
London Bridge Street
London SE1 9SW, U.K.

Phone: 01-407-8300
Cable: MARUBENI LONDON
Tele: 883633, 883634, 886021
Answer Back: BENI A-G



Mitsubishi Corporation

Tokyo Head Office
6-3, Marunouchi 2-chome
Chiyoda-ku, Tokyo 100-91, Japan

London
Mitsubishi Corporation
London Branch
Bow Bell House
Bread Street, (Cheapside)
London, EC4M 9BQ U.K.

Phone: 01-236-2060
Cable: MITSUBISHI LONDONEC4
Tele: 888251-888255
Answer Back: (MITSUBISHI) LDN
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MITSUI & CO., LTD.

Tokyo Head Office
2-1, Otemachi 1-chome
Chiyoda-ku, Tokyo 100-91, Japan

London
Mitsui & Co., Ltd. London Branch
Temple Court, 11
Queen Victoria Street
London EC4N 4SB U.K.

Phone: 01-600-1777
Cable: MITSUI LONDONEC4
Tele: 888171
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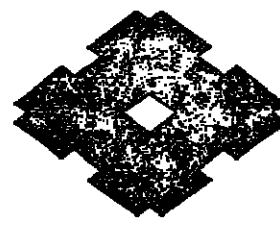


NISSHO Iwai CORPORATION

Tokyo Head Office
4-5, Akasaka 2-chome,
Minato-ku, Tokyo 107, Japan

London
Nishio Iwai Corporation
London Branch
Bastion House, 140 London Wall
London EC2Y 5JT, U.K.

Phone: 01-628-6030
Cable: NISSHOIWA LONDONEC2
Tele: 885881
Answer Back: NIC LD G



SUMITOMO CORPORATION

Tokyo Head Office
2-2, Hitotsubashi 1-chome
Chiyoda-ku, Tokyo 100, Japan

London
Sumitomo Corporation, London Office
107 Cheapside London EC2V 6GQ, U.K.

Phone: 01-283-2588
Cable: SUMITOMO LONDONEC2
Tele: 887382
Answer Back: 887382 SUMIT G

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INDUSTRIAL COOPERATION



Mr. Jean Pierre Bouysse
President of Thomson-Brandt Group

The current status of relations between the European Economic Community and Japan is not very satisfactory, at least for Europeans. The EEC's trade deficit with Japan reached \$10.7 billion in 1980 and rose over 30 per cent during the first 7 months of 1981. These figures alone underscore the urgency of solving this economic problem.

In today's world economy, industrial cooperation has become a vital necessity. Cooperation can be imposed from the outside: For example, NATO's programs for Europe and the United States, in which the governments themselves instituted the rule of fair return, with each nation's industry receiving orders proportional to its government's share of the total financial burden of the program.

Another example is where the initiative of industry itself is behind international cooperation. Various motivating factors may be involved, but they all come down to the desire to take best advantage of possibilities offered by the international exchange I have mentioned. Frequently, industry is anxious to spread the costs of research and development over the broadest possible market, and the best way to do so is through cooperation with its international partners rather than confrontation.

Whether in an institutional framework or on its own, for many years European industry has engaged in industrial cooperation and sought to expand its scope.

In the case of the electronics industry with which I am most familiar, research and development programs have taken on huge proportions, and each company vitally needs the help of the others in the industry to remain competitive internationally. To varying degrees, this situation equally applies to many other industrial sectors.

In electronics it was primarily the defense programs which gave a strong impetus to industrial cooperation between Europe and the United States after World

War II. While this took place within an institutional framework, French and European industry capitalized on its scientific and technical achievements and a desire for reconstruction and development, to create and expand the electronics industries throughout Europe. The pace of cooperation subsequently accelerated greatly between European partners and between Europe and the United States. The results were highly beneficial, not only for the companies involved but also ultimately for the growth and balance of international trade and exchange.

I feel considerable thought should be given to these historical facts at a time when an improvement in relations between Japanese and European industry has become such an urgent necessity.

It is worth noting that we have not always engaged in cooperation with American industry solely for historical reasons. Instead, a European country such as France had more to gain from cooperation with a country having a strong position in a specific area. Today, as we all recognize, Japan too has acquired a high level of expertise in many particular fields.

Subcontracting is a special type of cooperation as is the creation of customer-support operations to develop local market potential abroad. These operations may indeed help improve trade and exchange, particularly with developing countries. But cooperation between partners which are too far apart in terms of their achievements and capabilities inevitably contains the seeds of discord. There can be no true sharing of interests in such circumstances, and the benefits flow in but one direction. For both sides to be equally motivated, there must be a desire to avoid confrontation in exchange for cooperation. Since the levels of achievement in the various areas are never the same, cooperation constitutes a test of the credibility of the partner which is the less advanced of the two at the particular time and in the area in question.

We now arrive at the heart of the problem of industrial cooperation between Japan and Europe. There are two reasons why we should broaden cooperation at this time. First, the number of industries have been increasing on both sides. Second, the technological capabilities of Europe and Japan are rather similar. For France, this situation is illustrated by the fact royalties from the licensing arrangements with Japan show a clear surplus in our favor.

We can only hope that industry will take advantage of the numerous opportunities for cooperation which have arisen and can be expected in the future. At the same time, we feel confident the government agencies involved will recognize the importance of these opportunities and do everything in their power to support and encourage them.

Unfortunately, some obstacles impede such efforts. While cultural and linguistic aspects probably play an important role,

the current business climate itself is creating barriers. Japan's remarkable industrial and commercial achievements in certain areas have created a dramatic situation in the corresponding sectors in Europe, thus making cooperation difficult.

We must overcome this difficulty, however. While we can ask the Japanese government and Japanese industry to understand Europe's problems, European industrialists must also be willing to meet them partway and adopt a new, dynamic approach to make cooperation a reality.

It is generally felt that Europe, Japan and the U.S. are the three main poles in the free world in terms of industrial activity, and in the sizes of their respective markets. The ideal solution undoubtedly lies in establishing an equilibrium between these poles which would stimulate new cooperation in many fields and contribute to the stability of the world economy.

Unfortunately, in achieving this goal, Europe faces a major handicap because it is divided into many separate units. The officials at the European Communities and the Commission in Brussels, in particular, have fully understood this problem. They are engaged in the tremendous task of making Europe a homogeneous entity in economic terms, able to stand on an equal footing with the United States on the one hand, and Japan, on the other. I might add that, by placing special emphasis on areas such as industrial research and development and certain sensitive sectors such as information technology, the Commission has demonstrated its desire to make a contribution to the future and to the very equilibrium I have discussed.

Achieving these goals takes much time and effort. European and Japanese industry is currently involved in a certain number of cooperative undertakings and projects. With the exception of certain special areas, the scale of these operations is still clearly modest compared to the capabilities of the industries involved.

It is my hope and desire that the problems we are now facing will not sour the climate for cooperation. We all know it is industry's role to provide the impetus for the economy, but we also know industry's prime duty is to be realistic. This realism may slow the pace of improved cooperation, but it is also a guarantee of the success of this cooperation.

As chairman of one of Europe's leading industrial firms, I strongly believe that, through a true commitment to the above goals and a determined effort to solve short-term problems in order to lay the groundwork for long-term results, we can gradually establish a reasonable equilibrium in the exchange among the world's leading industrial poles, the United States, Japan and Europe. This equilibrium is the key to sound economic conditions internationally and, in the final analysis, the very survival of the free world.



Mr. Akio Morita
Chairman of Sony

Reassessment of global resources has been underway since the major oil price hikes and oil export restrictions imposed by producing nations during the 1970s, at the same time, the world population has continued to grow at a frightening rate. Taken together, these factors have led to serious reflection on the shape of industry today.

The term "Post-Industrial Society" can be seen as an expression of these developments. Behind it lies an awareness of the limits of technological innovation and development, and an increasing loss of confidence in technology itself.

I believe this new pessimism is badly mistaken. Rather I see the need for technology increasing all the more in the years ahead. As the global environment becomes less hospitable to human life, technology becomes a key for man to continue to live happily on the planet, and for more people

to be able to lead a better life.

However, one generation of technology or possibly two will need to break out of our present dilemma. We must develop new technology based on concepts entirely different from those we have known. Industries must bear enormous costs to create this new generation of technology.

Moreover, research and development costs for these ambitious programs will far exceed the capacity of any single business enterprise.

As such, I believe that the future happiness and prosperity of human society calls for cooperation in R & D that transcends the bounds of single corporations or even nations. The Concorde project between France and Britain and the A300 Airbus project between France and the other European nations are examples of this kind of transnational cooperation.

Generally speaking, the most important task in promoting a cooperative R & D project is to define its target or goal. Decisions on how best to concentrate human, material and financial resources will determine factors for the success or failure of a project.

One reason for Japanese industry's success lies in its ability to read the future of the market.

While Japanese industry has been absorbing new technology from overseas it has also developed technology of its own. Even in the world of arts where utmost importance is attached to creativity — artists such as Picasso were influenced by Lautrec, and Beethoven by Mozart, before they created their own arts. We have been striving to be Picassos and Beethovens in electronics. Some people in the West criticize Japan as lacking in originality and copying Europe and the U.S. Such a perception gap leads to some of the big problems we have today. In future industrial

cooperation, it will be essential to share an awareness of the numerous difficult problems that mankind faces.

I believe that both European and Japanese industries realize this. But first, they must establish a dialogue and understand their common targets before they can try to cooperate. Even competitors should be ready to exchange information on R & D with an open mind. This means countries should cooperate to promote energy-saving in R & D as well as increase productivity.

Nevertheless, each enterprise must decide for itself how to use such basic development technology and what shape the final product should take. This is essential for the maintenance of free and fair competition in the market place. We must uphold the principles of free competition in a free economy, even while we vigorously pursue our goal of cooperations in technological developments.

It is regrettable that we often find things taking exactly the opposite course. For example, in my own field of electronics, individual enterprises vie with each other in R & D, but try to take the easy way out when producing and marketing the final product, by cashing in on technology developed by others. A typical example of this is the OEM business. OEM can be one form of industrial cooperation but it could undermine the potential technology of the enterprise that orders OEM products. An enterprise can strengthen its technological power for development if it regards ordering OEM products as a step towards self production. But if it relies on the supply of OEM products for a long period, it may prove quite dangerous.

It is with this in mind that I would like to advocate for the coming generation a new form of industrial cooperation in R & D between Europe and Japan or even on a world wide level.



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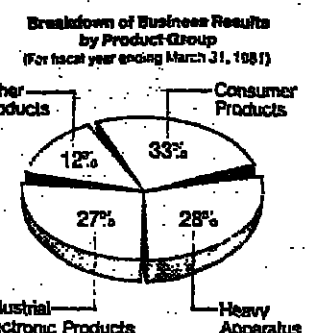
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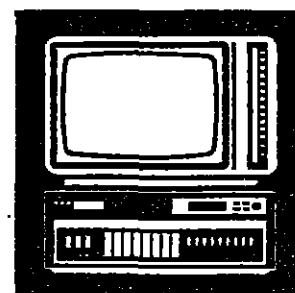
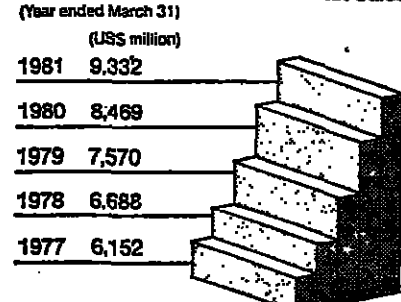


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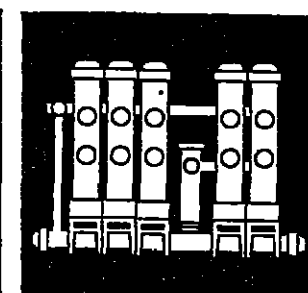


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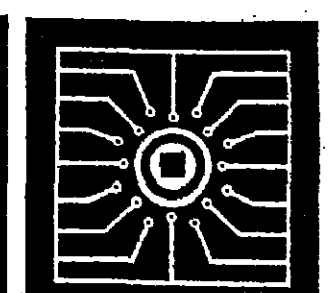
Consumer Products

Main Products
Home Appliances: microwave ovens, refrigerators, air conditioners, vacuum cleaners, food processors, electric fans, washing machines, dish washers, toasters, clocks
Video, Audio Equipment: colour TVs, video tape recorders, video cameras, hi-fi components and accessories, radio cassette recorders, clock radios, portable radios
Lighting Appliances: fluorescent lamps, incandescent lamps, special incandescent lamps (halogen/sealed beam)



Heavy Apparatus

Main Products
Nuclear Equipment: fast breeder reactor equipment, boiling water reactors, nuclear turbines and generators
Transportation Equipment: electric/diesel/battery locomotives, electric coaches, escalators and elevators
Power Equipment: hydro/thermal electric generating equipment, geothermal power generating equipment, transformers, substation equipment
Industrial Equipment: induction/synchronous/DC motors, electric equipment for metal, paper processing
Industrial Measuring Instruments: digital distributed process control systems, X-ray, gamma-ray thickness/profile gauges, magnetic flow meters



Industrial Electronics

Main Products
Communication Systems: broadcasting systems, telephone systems, facsimile information systems, computers, word processors, data entry systems, computer peripherals & terminals
Business Machines: copying machines, calculators
Labour-Saving Equipment: mail processing machines, banknote processing machines
Medical Equipment: computerized tomography scanners, diagnostic X-ray equipment, ultrasonic diagnostic equipment
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MANAGEMENT AND LABOUR RELATIONS



Mr. Karl-Heinz Briam
Member of the Board of Management
of Volkswagen

Management styles and labour-management relations are not governed by any set of rules, but rather by the social and industrial development. Historical developments produced a wide variety of systems, and mentalities throughout the world. And I believe there is a lot we can learn from each other, although I do not think we can copy each other.

My opinion is that there is an unmistakable convergence of viewpoints in the highly industrialized nations as far as management styles and labour-management relations are concerned.

For example, the Japanese principle of consensus, which is demonstrated in the system, bears traits which are similar to the German system of co-determination. It is based on the desire for cooperation instead of confrontation. One must be in mind, though, that the emotional element is important in the ringi system, as the rational element plays the role in the system of co-determination.

In Japan and Europe are making great efforts to make the best use of labour. Companies everywhere are realizing that cooperation rather than authoritarian management is more effective. We want to identify with his work and not feel alienated because work is an integral ingredient of human existence.

From a western standpoint conflicts are seen as long as people have differing interests. But it is the task of management to manage these conflicts and alleviate tensions. We should draw attention to a fundamental difference in the Japanese system, which is without doubt based on a sense of obligation on every part to achieve harmony. When tensions arise, the manager alleviates them at an early stage. An employee has the right to make his views known to his superior in good time, so that he does not experience any feelings of frustration. The manager has the task and obligation of achieving economic success commensurate with market conditions, but he

must also have a grasp of the social dimension.

Profit maximisation is no longer a company target but rather a pre-condition for attaining company targets, such as supplying the market, fulfilling the demands made by society, offering a fair return on invested capital, safeguarding the material existence of employees — in fact providing conditions in the factory and in the administrative field that are conducive to human self-fulfilment.

Experience shows that performance almost always increases proportionately to the degree of integrating individuals into the economic process according to their nature, that is, by making demands on their intellectual potential.

In the West, conflicts between labour and management gave rise to trade unions which fought for their members' interests as well as encouraged them to reflect on their existence. In Japan, trade unions did not become established until 1945. Nonetheless, Japanese trade unions have spared no effort at defending their members' interests, and have operated most effectively at factory level.

Japanese trade unions have also discovered the strike medium while still retaining the medium of dialogue. European trade unions still resort to strikes today, but at the same time they are increasingly prepared to engage in dialogue with their management.

Our epoch is characterized by high technology and basic changes in the relationships of all those involved in the production process. These changes, however, do not eliminate the need for competence and responsibility in decision-making.

The manager of today must stand by a policy which is socially responsible and economically sensible. Most leading European companies have a distinct hierarchy within the management. The main task of top management personnel is to develop an efficient system, setting targets and drawing up strategic plans.

Naturally the Japanese top manager also sets his sights on specific targets. But his principal role is clearly to maintain harmony at managerial level and to create the kind of atmosphere in which a task can be performed well.

The European Manager is the head of a team. The Japanese manager, however, appears to us to be the promoter of a group, which makes important decisions in accordance with the principle of consensus. This system is certainly more time-consuming, but the advantages are obvious: accuracy of decisions, a high degree of acceptance among those concerned, and therefore a high level of efficiency in implementing decisions. These are, therefore, the major differences in European and Japanese styles of management.

Of course there are many indications in Europe that management is beginning to put greater emphasis on the principle of cooperation. A co-operative style of management is the search for the Japanese principle of consensus. And consensus should

also be extended to the representatives of the employees. It is impossible to manage a company without continual contact with those chosen by the work-force to represent their interests. It is not therefore a question of whether communication takes place within the company, rather, it is how it takes place, and with whom.

In most European countries, and also in Japan, trade unions are the negotiating parties. In the federal republic of Germany, however, work council members, who are elected by the entire work-force, are by law also empowered to participate in negotiations. Of course tensions and conflicts will continually arise, but what is vitally important is that we evolve a sensible strategy for settling conflicts through general consensus. This implies a basic acceptance of the company, its aims and its socio-political function by all those who are directly or indirectly connected with the production process.

The modern manager must strive to achieve this general consensus. Economic success depends as much on him as it does on technical innovations, on employee qualifications, and on product quality. General consensus also implies a belief in mutual success, not only economic success but success in the social sphere also. Consensus, as it exists in Japan, is clearly the result of historical developments. Europeans must comprehend that consensus is an economic and human necessity, and that institutional measures must be taken to provide for it.



Mr. Takashi Ishihara
President of Nissan Motor

There has recently been increasing interest overseas in the Japanese economy and in Japanese management. This has been on account of the remarkable economic growth realized by Japan through the 1960s and the relatively high growth rate and competitiveness it achieved even after the 1973 oil crisis.

I would like to offer a few of my thoughts on Japanese labour-management relations as an executive in the Japanese automobile industry.

Lifetime employment, a seniority-based wage system, company-based unions, and the Japanese decision making process are generally offered as the distinguishing features of Japanese management. I, however, believe that the single most outstanding aspect of Japanese management is corporate vitality.

I see basically two sources of this vitality: one being the separation of ownership and management whereby managers are able to make decisions based on long-term company interest, free from the considerations associated with ownership. The other is the fact that the Japanese company tends to be well organized, from top management to ordinary employee, into an integrated group, motivated by genuine concern for long-term company growth.

It would be well to elaborate here on long-term decision making as it is practised in Japanese companies.

The democratization of Japan following the Second World War resulted in the separation of ownership and management to the point where, today, the bulk of most big companies' stocks is held by a combination of financial institutions, insurance companies, and business corporations. Consequently, there is almost no intervention in corporate management by specific capitalists, and managers need not be overly concerned with the short-term gain of shareholders. Managers are therefore free to manage as they see fit, concentrating on long-term company growth.

This important management feature is reflected in active long-term investments in plants and equipment. Drawing on the Japanese automobile industry for a specific example, brisk investment in plants and equipment enabled the industry to realize the extraordinary growth of the 1960s. Such investment continued even through the first oil crisis of 1973. To combat rising production costs due to soaring prices for oil and other materials, automobile companies invested heavily to rationalize operations and conserve energy. During this period, the industry satisfied Japanese government restrictions on exhaust emissions—the strictest, by the way, in the world, while at the same time developing fuel-efficient, high-quality automobiles to meet the changing needs of users. These efforts bore fruit as the Japanese automobile industry emerged from the second oil crisis with increased competitive strength in the international market.

The other source of Japanese corporate vitality I mentioned was the thorough organization of companies into integrated groups oriented towards long term company growth. Growth, rather than being mere corporate bodies, companies in Japan usually function very much as social entities — comprised of employees — and the perpetuation of the company is considered more important than reaping short-term profits.

Executives in large Japanese companies are people who joined the company as rank-and-filers and who were selected for man-



agement roles after long years of service. Japanese company presidents could be characterized as representatives selected from among all employees. This empathy between executives and employees encourages the human respect that is the fundamental principle of corporate management in Japan.

With employees basically identifying their own interests with those of the company, they are willing to strive actively for the good of the company.

Quality control circles and the suggestion system are typical of the voluntary and independent activities through which employees contribute actively to corporate management. QC itself originated in the United States as a means of statistically-oriented quality control; it was introduced into Japan immediately after World War II. In Japan, however, QC was not adopted merely as a means for improving productivity and product quality; it developed here in the form of a voluntary group which works to improve both work processes and results.

QC circle activities and the suggestion system yields important results — work-related improvements incorporating the original ideas of individual employees — and are more effectively implemented in corporate management. The also heighten employees' sense of participation in corporate management.

Recent years have also seen the extensive introduction of robots as a means of further increasing productivity and product

quality. This trend has been especially pronounced in the automobile industry. Nissan's factory in Zama City is a representative example of a highly automated factory, with 96 per cent of the assembly of automobile frames being handled by robots.

I want to stress that our initial object in automating Nissan factories was to free employees from heavy and dangerous work. Robots were gradually introduced into the production system along with new car models. At the same time, the company began training their employees in a variety of skills at other workplaces, rotating them to other assignments which make best use of their respective talents. This way, a worker has better realization of his own abilities.

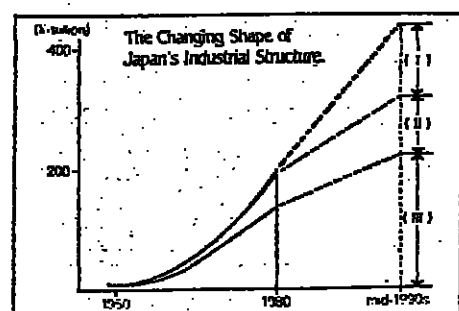
Behind the achievement of this corporate vitality are Japan's company-based unions. Since a company-based union consists only of employees of the respective company, the union members are strongly aware that the improvements in employee living standards are dependent on the prosperity of their company. Labour has cooperated in the smooth introduction of technical innovations, typified by robots, for promoting increased productivity.

Market functions work well in Japan today because this vitality supports intense competition between companies. This competition, in turn, contributes to that very vitality and brings still greater prosperity to the competing companies. I am convinced that this is essential for business prosperity.

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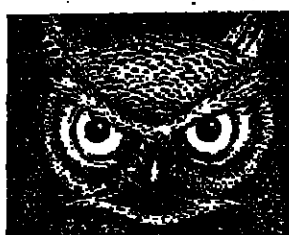


- (I) High-Tech Industries (15-20% of GNP): Aircraft/Space, Data Processing, Electronics, New Energy, Life Sciences, New Basic Materials, etc.
(II) Key Industries (15-20% of GNP): Steel, Automotive, Electric machinery, Chemical, etc.
(III) Other Industries: Agriculture and Fishery, Construction, Electric Power and Gas, Wholesale and Retail, Finance and Insurance, Services, etc.

(Source: Agency of Industrial Science and Technology, MITI)

- Key areas of growth will be Electronics (office automation equipment, computer mainframes, microcomputers, semiconductors), Life Sciences (genetic engineering), New Basic Materials (transformation of metals, organic materials, ceramics), and New Energy (nuclear, solar, geothermal, etc.).
- Japan's Ministry of International Trade and Industry (MITI) is committed to raising to 4.0% the ratio of R&D expenditures to GNP by 1986-1990 — one of the highest ratios in the world.
- Specifically, MITI itself intends to appropriate ¥100 to ¥120 billion over the next decade for R&D on next-generation industrial technology.
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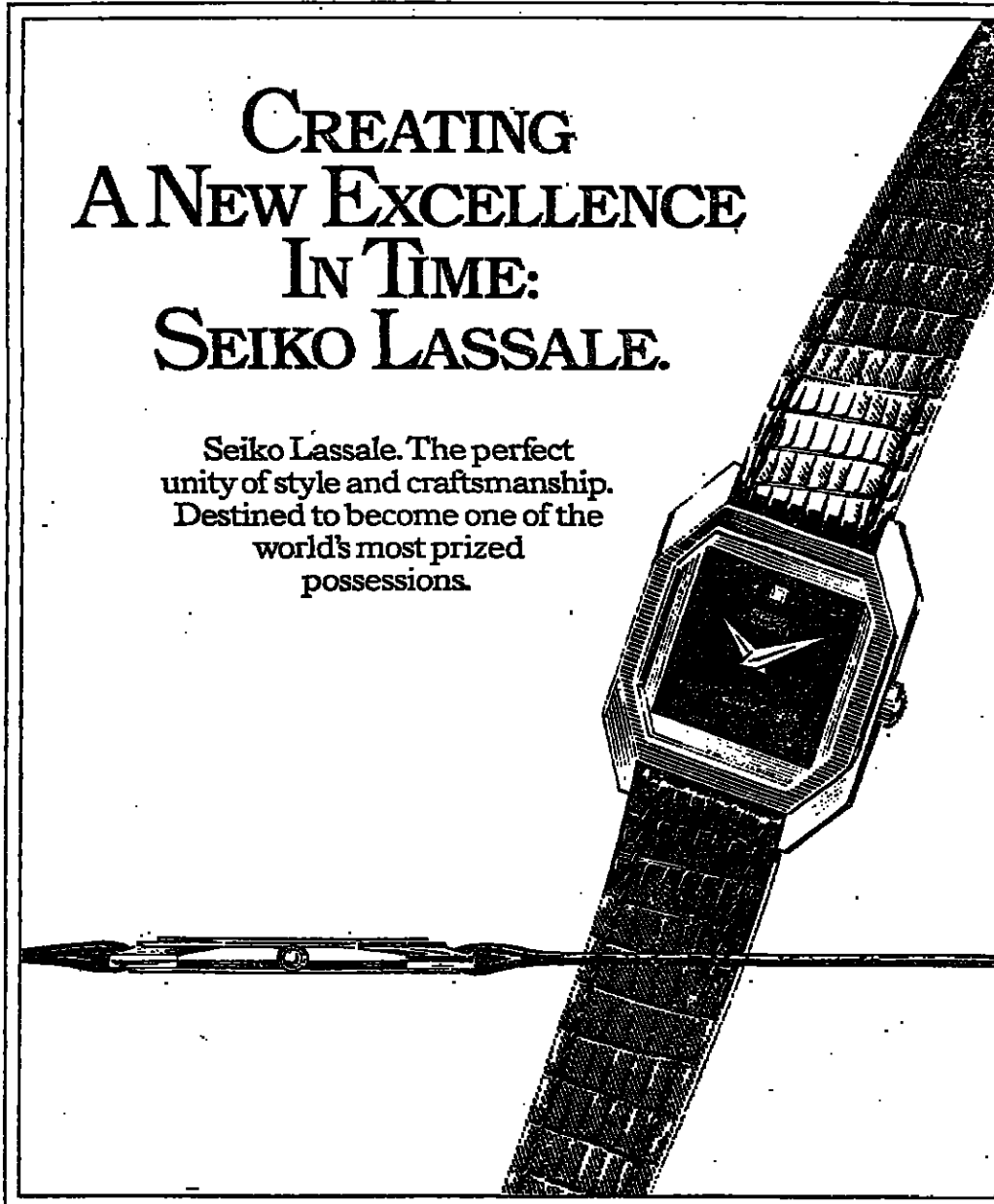
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WAYS TO MANAGE THE INTERNATIONAL ECONOMIES



Dr. Guido Carli
President of UNICE

At the moment, important world organizations forecast growth in the industrialized countries at about 2.5 per cent a year. All are assuming that, between 1981 and 1985, the average inflation rates in Europe will be about 10 per cent and that the current balance of payment deficits will range between 50 and 80 billion dollars.

We live in a period of growing uncertainty, and forecasts are subject to an increasing probability of error.

These forecasts are based on the following assumptions:

- that the international financial system manages to finance the deficits in the balance of payments as estimated,
- that the differences in the rates of inflation are reflected in the rates of exchange,
- that the international trade transactions are not distorted by protectionist measures.

Further financing of the deficits of developing countries is complicated by the fact that an undue proportion of indebtedness has been incurred by a relatively small number of developing countries—between ten and twelve—two of which, Mexico and Brazil, account for one quarter of the total. According to estimates by the Morgan Guarantee Bank, the interest to be paid by 12 non-oil-exporting developing countries in 1981 will be 26 billion dollars, that is, 17-18 per cent of the value of their exports.

To meet this situation, international finance market should continue to refine existing recycling mechanisms. Nonetheless, private financial institutions are increasingly in danger of becoming over-committed to high risk countries, so there is a need for official bodies such as the IMF and the World Bank to ensure that poor countries get appropriate assistance. Regional development banks should also play a bigger role in financing such imbalances.

The great differences between monetary conditions, interest rates, rates of exchange, and rates of inflation in the various industrialized countries have given rise to considerable movements of capital which only make the internal economic and financial problems worse.

The monetary authorities of the EEC are faced with the dilemma either to adapt movements in their money supply to that of the United States, and coordinate interest rates with those in that country (thus cutting out destabilizing factors on the foreign exchange market) or to conduct separate, independent monetary policies, allowing greater fluctuations in the exchange rates of community currencies with the dollar.

The harsh, and often unexpected, fluctuations in the dollar hamper international trade; they can trigger off changes in the price of oil, and upset intervention policies within the EMS. One must then widen the margins of fluctuation of community currencies, or adjust parties, or both. The decisions taken on 4 October were the consequence of this situation.

The situation requires that member countries of the EMS should have as unified a policy as possible towards the dollar. Otherwise, fluctuations in the dollar will upset relations between the European currencies and jeopardize the stability of the system. On the domestic front, the working of the system calls for stable policies aimed at achieving more comparable economic performances by member states. In fact, present developments are disquieting.

On the one hand we have countries such as West Germany that rely for their continued development on the free play of market forces, and on enterprises capable of meeting international competition on domestic and international markets.

On the other hand, there are countries like France which believe in protecting employment in productive sectors, and restricting the openness of their markets to foreign trade.

These differences in political philosophy make it difficult to proceed with the close coordination of economic, monetary, and budgetary policies that is required.

The international financial system is going to become less able to finance the current payment deficits of the developing countries. The need to reduce the deficits could mean lower growth rates, which could give rise to social and political tensions.

High rates of inflation will go hand in hand with great differences in the degree of inflation between countries. If exchange rates are not properly adjusted to reflect the difference in price levels, they will distort trade and induce nations to resort to protectionist measures.

Resorting to monetary policies to control inflationary phenomena will mean that interest rates will fluctuate around high levels, and the freedom of funds to move from one country to another will destabilize exchange rates.

At a time when most industrialized countries are undergoing a structural adjustment to new international competition it is essential to introduce measures to improve supply. This strategy, whose prime aim is the struggle against inflation, implies:

- strict monetary and budgetary policies,
- reduction in costs and especially a policy of wage restraint
- elimination of unnecessary regulation and obstacles to investment
- maintaining the practice of free international competition.

European industry considers that policies aimed at reducing inflation and boosting growth should create conditions which will expand world trade and ensure open markets.

It is reassuring to note that so far there has been no general resort to protectionism. The result of the Tokyo round proves this. However there are signs that the situation may not hold.

Restrictive measures that have already been applied in certain sectors could provoke reprisals, and one does not know where all this would lead.

The right approach must be to restructure at home, and consult at the international level. Since interdependence is the key to the multilateral trade system, states must bear in mind the need to have compatible overall aims and policies to keep the system going.

European industry, through UNICE, is backing up the European Commission to resist demands for protectionism by member states. However, efforts made by the EEC to keep their markets open to non-community imports do not make sense unless matched by similar efforts by other industrialized and developing countries.

The whole multilateral trade system can only be kept going if trade relations take place in conditions of normal competition with reciprocity.

No industrialized country should practise a trade policy aimed at shifting onto other industrialized or developing countries its part of the burden created by the OPEC surpluses.

While making due allowance for Japan's problem in having to pay for its energy supplies, its raw materials and its foodstuffs, the Community and European industry are deeply concerned about Japan's every-growing surplus in its trade with the EEC. In 1980 the Japanese surplus amounted to 12 billion dollars, and prospects for 1981 are not at all good, since the Community deficit with Japan over the first seven months of 1981 rose 30 per cent compared with the same period in 1980.

European firms are trying to step up their exports to Japan, but these efforts will remain fruitless unless Japan provides, which it does not do at present, market access, in terms of import policy and foreign investment facilities, comparable with those offered by other industrialized countries.

UNICE therefore asks for equal treatment on the Japanese market. This does not only concern the EEC, but also applies to Japan's other, equally important, trading partners.

I believe the Japanese government and business circles are aware of the need for lasting solutions which would really improve trade relations between the EEC and

Japan. The recent visit to Europe of a mission headed by the President of the Keidanren illustrates this. The declaration of Mr. Tanaka on 14 July 1981, moreover, which echoed an earlier one by Mr. Ushiba in 1978, is very interesting. These promises, however, will not mean much unless followed by practical measures giving tangible results.

It is our duty, and our interest, to hold out against protectionist pressures, and to maintain the multilateral trade system in good shape to ensure that the economic crisis does not worsen.

Japan has chosen to belong to the liberal system of industrialized countries. Its enormous success is partly due to this. Its trade partners, therefore, cannot see why it should not assume the responsibilities of a great economic and trading power.



Mr. Toshio Komoto

Minister of State for Economic Planning

The economic relationship between the EC and Japan occupies an extremely important position in the world economic framework. Moreover, the EC member countries and Japan share the fundamental belief that a free economic system based on market mechanisms is more efficient and offers greater growth potential than a centralized and planned economic system.

With sluggish economic growth prevailing throughout the world, however, many industrially advanced countries confront dilemmas of how best to combat inflation and unemployment. This is leading to protectionist trends in some of those countries. Our free economic system is, in a very real sense, facing a serious test.

It is vital, then, that we find a way out of the vicious circle of inflation and unemployment and reaffirm the principle of free trade. At the same time, we must revitalize the world economy and provide a stable, long-term prosperity. The cooperation of every country will be essential to achieving these goals. The world economy is now beset by stagnation, a continuing upward price spiral, rising unemployment, and balance of payment difficulties between countries. Every country faces the

task of fighting inflation and reducing unemployment, thus creating an environment for protectionism.

The two oil crises were the main causes of the stagflation we are experiencing now. Sudden substantial jumps in oil prices have given rise to strong inflationary pressures, leaving countries no other recourse than to adopt tight money policies to arrest inflation. At the same time, the shift of incomes to the oil producing countries is functioning as a major deflationary factor.

Japan has managed to sustain relatively good economic performance despite these difficult circumstances. I believe that this has been due largely to two basic factors. One is that Japanese companies, with their vitality, have continued active research and development and investment in plant and equipment to raise productivity and make factories more energy efficient. The other is that labour, free from expectations of rampant inflation, has settled for moderate wage increases.

Oil price rises, however, are not the only causes for stagflation. It can also be traced to structural factors inherent in all the afflicted countries, including rigid patterns of wage settlement and declining productivity due to slackening investments in research and development and plant and equipments. These structural factors must be remedied if these countries are to extricate themselves from their economic plight.

Many of the industrially advanced nations are now making new efforts to improve their supply of products. They are promoting research and development, encouraging plant and equipment investment, trying to increase productivity, and promoting the positive adjustment policy (PAP). We look forward to the fruits of these endeavors.

Given present difficult economic conditions, business and labour in many countries are spearheading protectionist efforts to shield sluggish domestic industries from the proliferation of imported goods.

Countries may serve their domestic producers' short-term interests by imposing trade restrictions. The countries will face serious mid- and long-term problems, however, unless they introduce measures to improve supply of products and make other industrial structural changes at the same time. Such restrictions would also hinder the economic development of newly industrialized and developing countries. The adoption of trade restrictions would therefore ultimately have a negative impact on entire world economy.

At the Ottawa summit in July, we reaffirmed the importance of liberal trade policies in revitalizing the economies of the leading industrial countries. We must reject protectionism — which is inflationary and, in the long run, diminishes industrial vitality — and maintain and fortify our free-trade system. These efforts are absolutely essential, not only to revitalize our own economies, but to develop a stable world economy. We should all be aware of this necessity and actively

promote adjustment policies to upgrade our respective industrial structures.

Energy problems remain a major constraint on our economic growth. All countries need to further intensify their efforts to conserve energy and develop alternative energy. They should work to diversify their energy supply sources while at the same time maintaining a dialogue with oil-producing countries.

At present, world demand for oil has eased and prices are steady. This is because countries have built up their oil stocks. They are conserving energy as well as developing alternative energy such as nuclear energy, LNG, and geothermal energy. Even this much progress underlines the importance of countries cooperating in these areas.

Having endured two oil crises, non-oil-producing developing countries in particular have accumulated huge debts. These countries' import bills have risen sharply as they have had to pay more, not only for oil, but also for the manufactured goods whose prices have been pushed up by oil price hikes.

They continue to pile up current account deficits to the point where some are having serious difficulty raising the funds to repay their debts.

The economic failure of these countries would have grave consequences on world trade and international finance. In order to help them with their debts, we should facilitate the smooth recycling of oil money, primarily in private markets. Financial assistance should also be granted through international agencies, and governmental-level economic cooperation.

These countries, of course, must first help themselves. Their economic stability, however, affects the healthy development of the entire world. Developed countries, therefore, must fully realize this and give them support.

Finally, I wish to mention that Japan intends to actively cooperate with all countries, developed and developing, to resolve the problems facing the world economy. For that, we will have to endeavour to achieve economic growth centred on domestic demand, promote positive industrial adjustment, and work to establish a mutually beneficial division of labour with our trading partners.

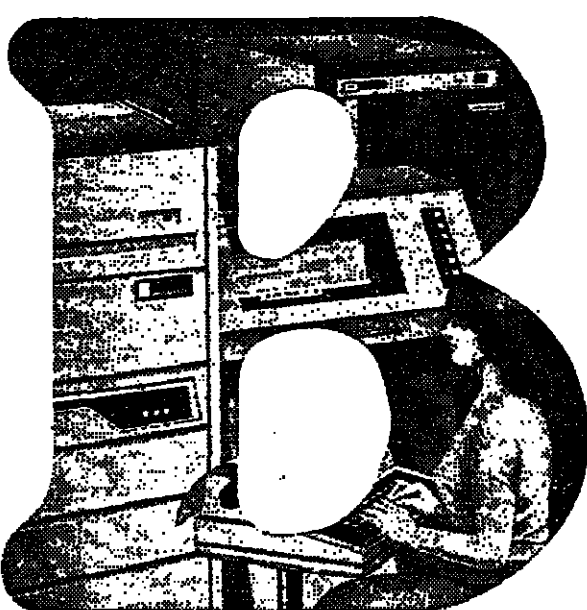
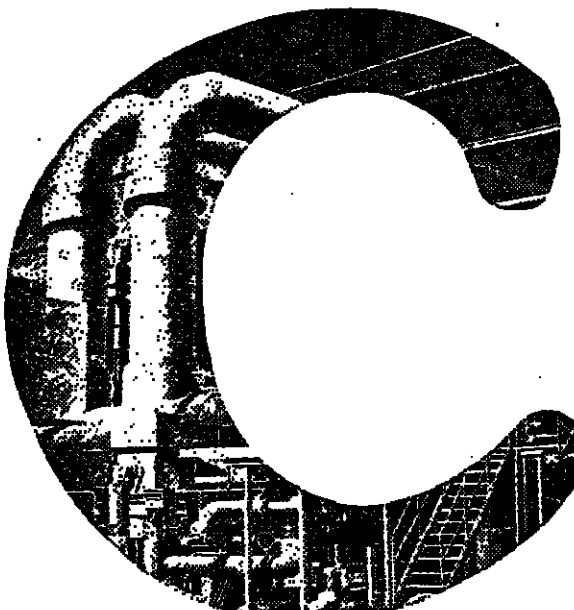
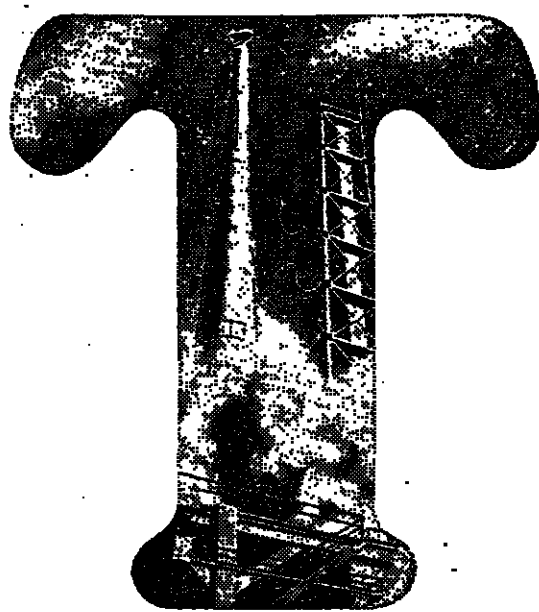
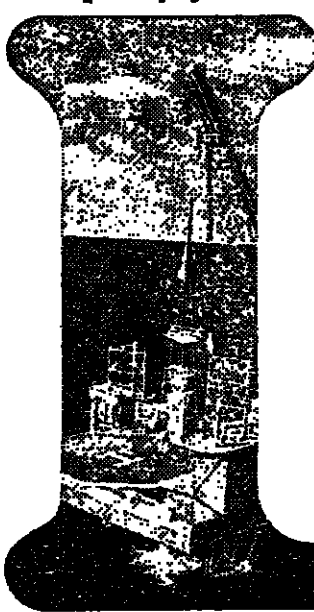
Along with the stepped-up promotion of industrial and technical cooperation, the expansion of more trade will be essential to realize these goals.

Japan is one of the countries that benefits the most from the stability and development of the world economy. Moreover, our country is in a position to contribute greatly, through its own economic growth, to that very development.

I am convinced that the maintenance and expansion of smooth economic relations between the EC and Japan will be conducive to the development of our free trade system and thus to the world economy as a whole. I hope that we will continue our unstinting efforts on behalf of deeper mutual understanding.

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ECONOMIC DEVELOPMENT AND CHANGES IN SOCIAL ATTITUDES



Dr. Jacques Machizaud
Counsellor of Roussel-Uclaf

group of Japanese visiting Europe by declared themselves greatly surprised to find so many people in Europe saying: "We Europeans must take our model." The Japanese had gone to Europe to learn about its social, security systems, annual patterns, trade union pressures, and next age.

currently fashionable for European lists to preach the virtues of the "new model" — the Ringier system, the of consensus, and "Quality Circles". reaction of that group of Japanese I serve as a valuable reminder that may also have something to learn from Europe.

though we have different social and al systems, there are certain things old teach each other about ways of up to the challenge of current world trends.

course, we have to consider that our les are very different.

an appears to have kept a better hold ancient traditions. A visitor to Japan ind the living evidence of customs are centuries old yet do not seem out ce in an advanced industrial society.

Europe, on the other hand, many old ions have been lost, local customs and ays have vanished. Industrialization ten cut people off from their roots and pid growth of big cities has destroyed y ties and religious observances.

Japan, as far as one can tell from tics, people seem to live in harmony: expectancy (78 for women and 73 for is higher even than in Scandinavia, infant mortality is less than 9 per and, twice as low as it is in the United s. Crime rate is falling (down 50 per between 1948 and 1978), workers are y in their jobs, and European-style es, where people actually stop ing, are virtually unknown. Ninety-one ent of the population consider them- s "middle-class". Who could wish for e harmonious society than that?

it has made this "Japanese miracle" le? Sociologists explain that Japan managed to retain certain charac- stics of a tribal society: communal

feeling is more highly developed, and the family better insulated from outside pressures.

The labour force in Europe is much less homogenous than the Japanese one. For years there were labour shortages, and a large workforce was drawn in from poorer neighbouring countries and even from overseas.

But since the first oil crisis the rate of economic growth in Europe has plummeted, with an immediate effect on employment. The problem is made worse by new types of automation and robot-managed production lines. There are now nine million unemployed in Europe, the highest in the last forty years. The effects on the economic, social and political situation could be profound, both within the Community itself and in those neighbouring countries which depend on it for much of their trade, or the foreign currency.

In these circumstances, public opinion in Europe has become highly sensitive to anything which seems to suggest that things may get even worse. So imports from Japan have become hot newspaper copy and favourite topic during parliamentary question time at both national and European level.

The variety of nationalities and cultures among our work force probably make it less united through these difficult years. Yet we cannot solve out unemployment problem by sending home the immigrants; to do so would wholly "destabilize" a number of neighbouring countries.

The only thing we can do is press on with industrial investment to create new jobs. Our Japanese friends could step up their European investment in certain industries. This would transform Japan's image in European public opinion from that of an exporter of unemployment to that of a net provider of jobs.

In contrast to the situation in Europe, in Japan certain social factors, particularly the unity of the Japanese people and their skill in coping with a capricious environment subject to earthquakes and hurricanes, have apparently made it easier to manage the transition from feudal society to the Meiji period, and thence to a modern industrial society.

I believe, too, that Japan's high level of education is of crucial importance. A highly-educated workforce is able to cope with all the changes involved in the introduction of new technology. This is something we should bear in mind in thinking of our own education system.

But we too have a skilled labour force, which can adapt. I could give you several examples but since Mr. Morita is with us, I will mention one of these success stories: the Sony factories in France and the United Kingdom. Our workers are perfectly capable of adapting to Japanese production methods if need be!

But given that Japanese society has successfully coped with the change to an ultra-modern economy, while we in Europe still have a great deal of "adjusting" to do, is the situation really all that different? I do

not think so.

II. Economic development in Japan and Europe is likely to produce a certain amount of convergence between the two which is necessary if we really want our relations to develop smoothly.

We are both dependent on external sources for our supplies of raw materials and energy. Why should we not come together more often to try to find ways of solving these problems?

We are also faced with similar internal problems such as pollution or urban overcrowding. Unlike the United States, Europe and Japan are comparatively small, densely populated areas.

III. Despite the hopes I place in a certain degree of convergence between our societies, I think also there may be a risk that Japan might feel tempted to set itself apart from Europe and America and try to become the world's largest economic power.

First, the Japanese Institute of National Economy forecasts that by 1990 Japan's per capita GNP would exceed that of the United States (\$29,000 as opposed to \$27,730).

Secondly, there are now proportionately more research workers per head of the population in Japan than in the United States or Europe.

While one understands Japan's desire to harness all its intellectual and social resources to become a number one industrial power, it would be most worrying if this were to happen at the expense of international harmony. There must be a measure of reciprocity. Japan must acknowledge that the time has come to lower the last remaining import barriers in the areas where it is weak, and where Europe could compete effectively.

Does the desire to protect the interest of Japanese firms, for instance, really justify the delay in issuing import authorizations for important drugs which are common in Europe or the United States?

We are not convinced by the reasons Japanese authorities have given us for blocking these imports because all these drugs have already undergone the necessary tests in Europe or the United States and they are just as stringent as the Japanese tests. You are costing foreign exporters a considerable amount of time and money by shutting out their products because of minor differences in rules.

European chemicals or agricultural manufacturers run into similar problems, sometimes on public health grounds but also because of the complex Japanese rules and regulations.

Preventing foreign exporters from taking advantage of their strengths and allowing Japanese firms to go on with their policy of autarky is not the way to restore the trade balance.

Encouraging foreign investments in your country will put our relations on a firmer footing and improve communication between us.

As a European businessman I think it would be most unfortunate for Japan itself if Europe were to decline into a "second-rate group of countries" while I do not think

for a moment that it will, Japan could lose one of its best customers and potentially one of its most important partners in international relations.

I am convinced that a symposium such as this can help people in both Japan and Europe become aware of the need for closer cooperation to work out a series of industrial agreements so that we will have these firm bases on which to construct solid and mutually profitable links between us.



Mr. Gakuji Moriya

Counsellor for Mitsubishi Heavy Industries

1. CHANGES IN SOCIAL CONSCIOUSNESS

The Japanese social consciousness has changed drastically over the last thirty years — almost as much as it did after the Meiji Restoration. Westerners say that we Japanese have a strong tendency to sacrifice our private lives for the larger group. That was true particularly before the Second World War. However, even at that time, the existence of the individual was not ignored. The Japanese had to work as a unit in order to catch up and become as prosperous as other western industrialized countries.

Two main factors brought about changes in the social consciousness after World War II. First, Japanese political, economic and social structures were reorganized on democratic principles. Secondly, economic growth dramatically improved the material well-being of the Japanese people.

The average Japanese household today possesses about the same quantity of durable consumer goods as their counterparts in Europe and the United States. In fact more Japanese have electronic products such as colour TVs and VTRs in their homes than do their European or American counterparts. And we do not just buy domestic consumer goods either. Just walk into any department store in Japan: you will see Japanese consumers crowding around all types of fine products such as furniture, clothing, jewelry, ceramics, groceries, and liquor, imported from various parts of the world.

Japanese consumers still face one serious shortage, however. Limited land and a dense population has increased housing demand, but changes in lifestyles and the

family structure have made it very costly.

Economic development has also changed Japanese attitudes and values. More people are giving greater weight to free time and leisure. According to a 1978 Government social survey only 16 per cent of respondents value wealth and success, compared to 20 per cent in 1953, while 82 per cent emphasised the quality of life, 82 per cent higher than 1953.

Japanese consumers' scope of leisure activities has also expanded rapidly to meet these changing values. Japanese enjoy television, art exhibitions and musical concerts. Tourism thrives as do golf, tennis, and other sports. Traditional recreational activities as *Baiku*, tea ceremony, *Bonsai*, and *Go* enjoy a steady following.

Just as the Japanese like to achieve the perfect form in their poetry or their *Bonsai*, so they also try to create a perfectly coordinated industrial product. Japanese corporations have produced finished goods based on technology learned from the U.S. and Europe, implementing their production procedures and making intricate improvements. The success of quality control in Japan provides the best example of this process.

2. EMPLOYEE ATTITUDES TOWARD THE COMPANY

Although the social consciousness of the Japanese is similar to that of people in other industrialized countries, there clearly are some uniquely Japanese traits. One is the attitude of employees towards their companies. As you know, Japanese have a strong sense of loyalty toward their company, a fact that makes Westerners think the Japanese disregard the individual for the group. Furthermore, life-time employment, the seniority wage system, and company labour unions all foster company loyalty.

These systems date back to right after the Second World War. Then, labourers had to struggle to increase their earnings, but they also had to cooperate with management to keep the company afloat amidst the severe economic conditions.

Even now, there is no legislation governing joint labour-management decision-making as there is in West Germany. But most Japanese corporations have a system in which labour and management can exchange information and opinions on important managerial problems.

Even if there is disagreement, most Japanese corporations can maintain conciliatory and cooperative relations with their workers because labour unions acknowledge the fact that their existence depends on the company's existence. Without such a cooperative relationship, a company cannot succeed in Japan.

Furthermore, in Japanese corporations, even employees who have completed higher education begin their business career at the bottom of the ladder. Those employees with higher education, who have accumulated actual work experience, join the ranks of middle-level supervision and can be

promoted to management. The management people can therefore develop close working relationship with a wide range of employees and fully understand the nature of their duties.

Productivity in Japan today is very high. This capacity and effective quality control, depends largely upon this type of labour-management relationship.

However, Japanese corporations will face one great problem in the future. How can corporations maintain their vitality, as more and more employees move into the upper-age brackets? At present, the percentage of the population aged 65 or older is still only 9 per cent, lower than Europe or the U.S. By 1990, however, the figure for Japan will reach 11 per cent, and by 2000, 14 per cent, or the same as Europe and the U.S. today. The percentage of people over 55 in the labour force was 16 per cent in 1978 and will increase to 24 per cent by 2000.

The aging of the labour force, given Japan's customary system of life-time employment and wages based on seniority, will mean a huge increase in personnel costs. It will also lower productivity so that companies will have to rely on automation of operational methods and production facilities. Then work will have to be found or created for those employees who are no longer suited for the traditional workplace.

Some Japanese corporations have already begun to implement in-company education and training for middle- and upper-age-level employees to adapt to new technology and systems, and labour unions are cooperating positively in this effort.

3. MAINTAINING THE VITALITY OF MATURE INDUSTRIAL SOCIETIES

In a highly organized industrial society the individual's pursuit of happiness relies on an environment of continuous social and economic growth. If we must stamp out the present stagnation. And to do that we must implement technological innovations in a wide variety of fields. This makes increased cooperation among the industrialized nations all the more desirable.

There is still another social problem we shouldn't ignore: We cannot blindly delight in the fact that technological progress has produced robots and unmanned factories which free people from the toils of labour. We should be aware that they also increase the possibilities of unemployment. In the future, Japan, like other industrialized nations, will have to shift emphasis from manufacturing to engineering and consulting. This way, the industrialized nations will be able to distribute more technology and services to the developing countries and help their economies grow, industrialized nations will profit, in turn, as the world market expands. Ultimately these efforts will serve to increase the material well-being of peoples throughout the world. We would like to join hands with the people of the EC nations to pursue this course in the future.

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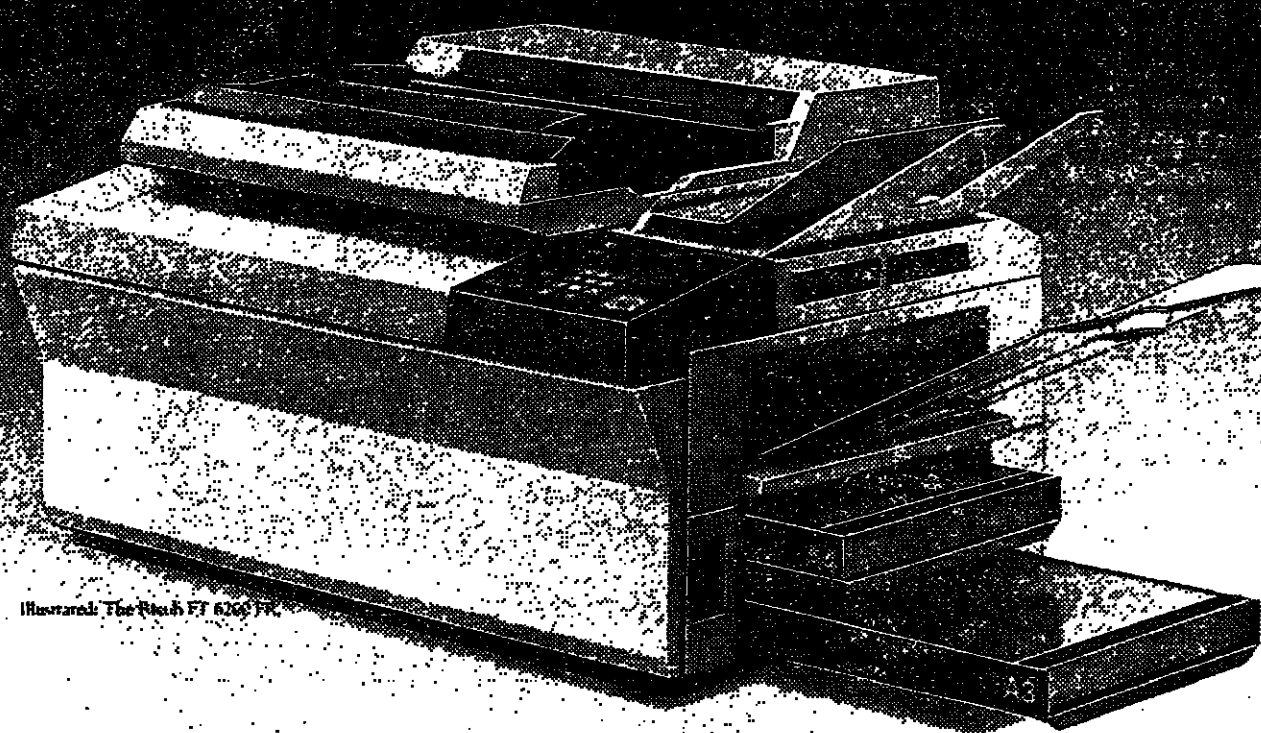
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PANEL DISCUSSION



Mr. Naohiro Amaya

Adviser to the Ministry of International Trade and Industry

Amaya: After the World War II the United States and Europe signed the Atlantic Charter and institutionalized the existing international trade order. During the 1950s and 1960s, U.S. was the main pillar for free international trade, supported to an extent by Europe. Japan, which was slower to industrialize, lagged behind. Since 70s, however, the situation has reversed with Japan obtaining a competitive edge over other nations, followed by the U.S. This time, European industries faced difficulties. As more countries faced economic difficulties many industries became less supportive of free trade systems. Japan, as a leading economic power, has to support the free trade system, but it has not got the power that the U.S. had in the postwar.

The present world situation is still not as negative as it was in the 1930s, but if we leave the situation as it is, unemployment will rise and more people will become protectionist. Protectionism is somewhat like terrorism. A terrorist attack causes retaliations, and we start a vicious cycle. There's such a danger now and we must stop it. But it's impossible for Japan alone to uphold free trade principles. It needs a healthy Europe and a healthy United States. In our panel discussion, we would like you to suggest how we can open up the markets.



Mr. Edmund Wellenstein

Special Counsellor to the EC Commission

Wellenstein: I had been actively involved in talks between Europe and Japan back in the 1960s. Looking at the situation now, everything sounds oddly familiar. In the late 60's we had a deficit of not less than one billion dollars. Now the figure has increased tenfold. But the seriousness of the situation has also increased as all this takes place in a background of severe recession. For the Japanese, who talk of an annual growth rate of four or five per cent, this may sound unreal: you said a while ago that the situation wasn't as serious as the 30's. I'm afraid for some European countries, it is as serious. Mr. Tanaka explained to us yesterday that the Japanese are having a difficult time with a number of small and medium sized companies going bankrupt. I'm afraid, in Europe, quite a number of big businesses are going bankrupt. Moreover, many of the European governments are too weak to cope with the problems. So we can only expect limited growth or negative growth for most European countries.

Japan has admirably become one of the main pillars supporting the world economic relations together with North America and Western Europe. But the whole system will be in grave danger if one of the corners of the triangle weakens. None of the three parts can go it alone. I think we should extend our debate to the wider dimension of the world and the repercussions that a collapse of such a system could have.



Mr. Paul Fabra

Senior Editorial Writer of Le Monde

Fabra: One mustn't forget that the system constructed after the war was a two pillar system. It was based on free trade and on the Bretton Woods monetary system. And Bretton Woods system was a condition for free trade because it was genuine monetary system. What we are living with now is a non-system. Under a genuine monetary system, interest rates and inflation rates didn't differ so much between countries. At present, the going spread between interest rates are provoking huge displacements of capital which have disruptive consequences. I totally disagree with the theory that the two oil shocks caused our current economic problems. Rather, it was the collapse of one of the pillars of the system, the Bretton Woods pillar. The first oil shock came after

two devaluations of the dollar and the ultimate collapse of the foreign exchange system. And the Arabs reacted to the collapse the second oil also followed: a weakening dollar and the tremendous inflation wave caused by central banks in Europe and Japan buying billions of dollars. I think our discussions about EC-Japan relations could be healthier if we didn't stick to figures. Figures are important but they can be distorted. For instance, we say, Japan is selling a lot of cars in Europe, and the Europeans aren't selling enough cars in Japan. Obviously the Japanese are buying Japanese cars for the same reason Europeans are buying Japanese cars — because of the competitive quality for the price. Since then we have been adjusting our industries. Without the Japanese challenge European car producers probably wouldn't have made any changes. Having said that, we must realize that the current situation is very serious. We're living a world where conditions of free trade don't exist any more.

But as even the theoreticians of free trade have argued, industries have to have protectionism for a while in order to surmount transitory difficulties. We obviously have to seek some kind of solution for the unemployment and disorders plaguing Europe. In order to permit free trade to survive we must together try to manage some kind of transitory solution to make things less difficult for the Europeans.



Mr. Yasuo Takeyama

Managing Director/Editorials
The Nihon Keizai Shimbun

Takeyama: Many changes — political, economic and cultural — have swept the world. And I can't keep but wonder if Europe isn't lagging behind them. At the Ottawa Summit, nations explicitly appealed for "need for change... changes in expectations about growth, in earnings, change in management relation and labour relations and practices, changes in pattern of industry, in the direction of investment and change in energy use and supply."

What kind of changes can we expect of Europe? You're still maintaining more trade restrictions compared with Japan. What kind of innovations in labour-management relations can we expect from you to strengthen competitiveness? In cultural information, the perception gap is wider than those between the U.S. and Japan. While Japan has painstakingly studied every aspect of Europe, the so-called European experts on Japan still have erroneous notions of Japan. Everything is moving very fast in all directions in Japan.

Otherwise Japan cannot live as a nation. And unfortunately, perception always lags behind realities. To narrow this gap, I sincerely hope the Europeans will try harder to understand fast moving contemporary Japan as your ancestors have done more than 400 years ago. I intentionally didn't touch on practical ways to reduce the undesired huge trade surplus Japan has with Europe... Because the uppermost problem depends not on technical cures, but on the basic recognition of what kind of world we want to build, and in which way we can cooperate for our mutual benefit.



Sir Julian Ridsdale

Chairman of the British-Japanese Parliamentary Group

Ridsdale: As a politician I have to deal with people who are unemployed. The present unemployment rate in certain constituencies in the north of Great Britain is now 20 to 30 per cent — very high indeed — the kind of unemployment rates which started Hitler on his road to the fatal consequences, and the kind of unemployment which caused the nationalism of the 30s. Indeed this is what worries me. We've got to get back the vision of Bretton Woods in a statesman-like way. We've got to think of recycling the oil dollars. We've got to think of investments on a grand scale to get the imbalance right. The trade imbalance in Europe at present is dollars 40 billion a year. I know your country does things in big terms. You have created so many things in such a short time. I hope you will, not argue in petty ways about whether we should impose whisky tariffs or not... but think of serious problems that affect the world. Unless world leaders face up to the reality in world trade and gets the system going again, we shall go back to the protectionism which all of us are trying to prevent.



Mr. Taiichiro Matsuo

Chairman of Marubeni Corporation



Matsuo: I'd like to comment on some existing problems.

1. When you say the Japanese market is closed, you often tend to think of very specific cases and then apply it to the general picture of how things are here. We'd like you to be more specific in your definitions and deal with each case differently. We also hope you will make better use of the Japanese external trade organization (Jetro) which is enthusiastic about solving your problems.

You mentioned difficulties in the pharmaceutical field. We share your feelings about procedures which are often troublesome. But they fall under the pharmaceutical law, different from ordinary import regulations. Even in the United States have strict FDA regulations. So these conditions aren't just peculiar to Japan. Regarding tariffs on whisky and biscuits — we hope this matter will be taken up by the Government.

2. Import of capital goods and machines. Right after the war Japan was importing a lot of machinery from abroad, but since it has restructured its economy, it has shifted to production under licensing. However, it is still importing those ones not suitable for licensing.

European exporters unaccustomed to Japanese market understandably find it difficult to penetrate the market. However, recent rationalization and simplification of the distribution system has made it a lot easier, although the system differs with different products. So we hope you will make more effort to understand the system. We don't want you to think that the complex system applies to every industry. We should promote technological and investment exchange and cooperate in third markets. We can do this on government level and through private organizations. This way, Japan and Europe could complement each other in helping developing countries. It's significant that we've been able to conclude agreements on government insurance systems with Belgium, United Kingdom, France and Italy. We hope for more opportunities where we can work in a consortium in third markets. The amount of contracts involving Japan-European consortia amounted to dollars 1.6 billion.

The trend is increasing, and we hope this cooperation will continue.

Takeyama: I think the yen should be about 180 to the dollar to rectify the balance of payments disequilibrium. But this may be difficult because of the high interest rates in the U.S. The U.S. director general of Budget and Management office predicted that U.S. Federal Government deficits may reach dollars U.S. 100 billion by fiscal year 1984. I would like the Japanese Ministry of Finance to vigorously liberalize interest systems. One area for increasing imports is in aircraft and defence equipments. I hope Europe will provide even more competitive terms than those provided by the U.S. Export-Import Bank to export aircrafts. As for curbing Japanese exports to Europe, I'd like to think some Japanese industries are courageous enough to adopt voluntary restraint. But on one condition: that the other party won't extend it beyond the agreed period. Many Japanese may oppose my idea, but one other suggestion is to adopt a unilateral export change. Japanese exports should be levied with a surcharge. The revenue from export surcharge should be used for research and development and new global projects such as the second Panama canal.

Amaya: In summary, the economic situation in Europe is very serious and there is danger that it will become increasingly protectionist. We must take a look at the "fire" that's started in Europe, and we must come up with urgent means to counteract the fire. We have to find ways cooperate in industry. We should consider what the yen exchange rate should be and how Japan should increase imports.

Wellenstein: As far as I can see, the United States also seems to be having problems penetrating the Japanese market. The trouble therefore seems to lie in nontariff barriers. I agree that much more effort has to be made by Europeans and Americans to enter the Japanese market. And it's not just by lifting tariffs on whisky or biscuits either. Japan can also increase its share of aid to developing countries. I have noticed that you have spectacularly increased your contributions, but it came late. You are still far behind by what a country like Japan can do.

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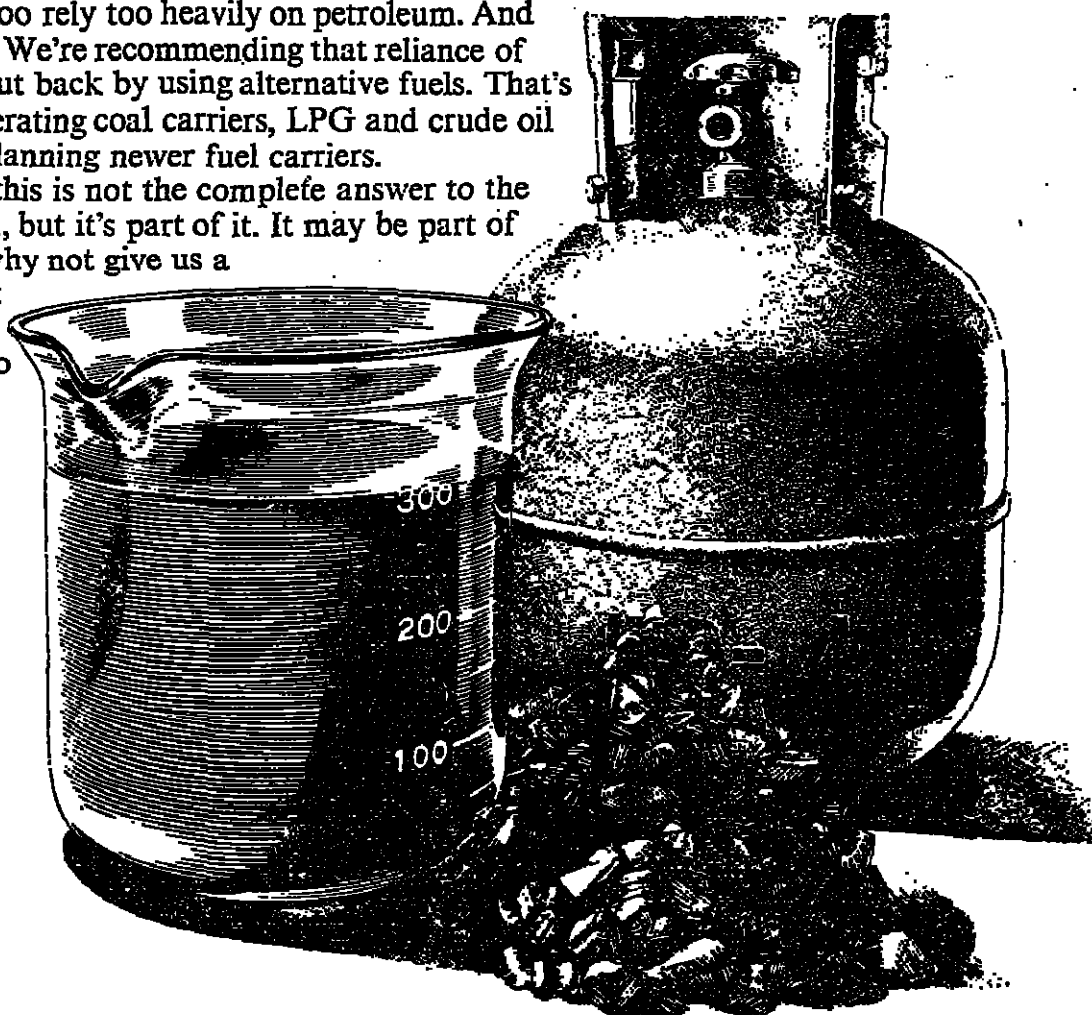
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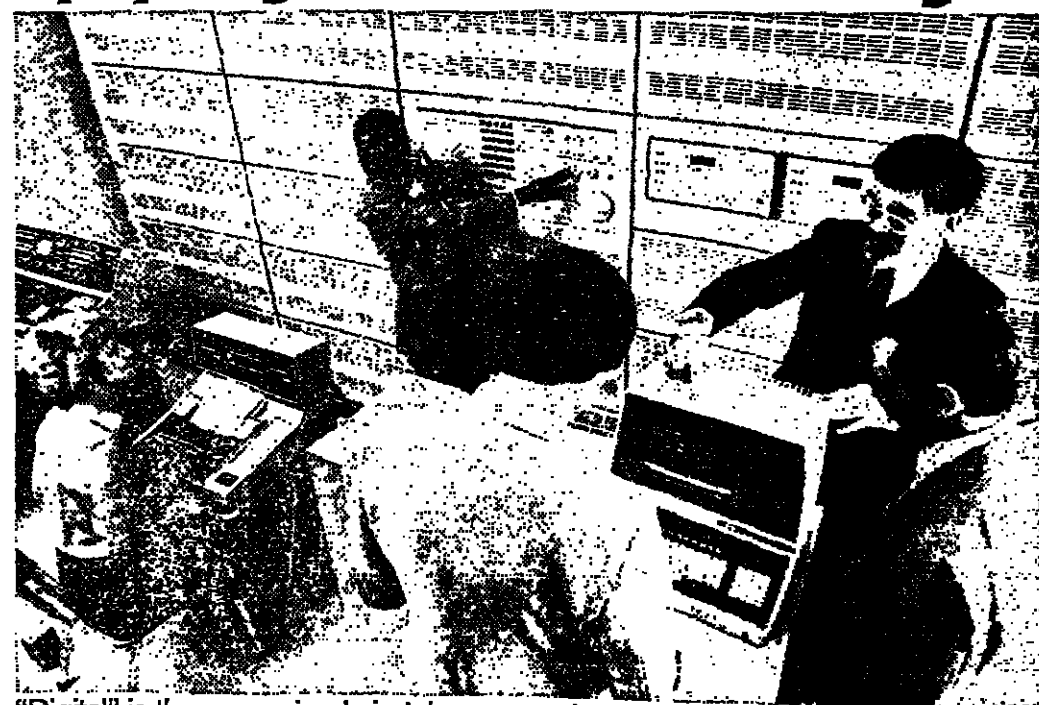
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THE SHORTER WORKING WEEK

More than a tea break at stake

By John Lloyd and Arthur Smith

ISSUE of shorter working hours has been dramatised by a recent strike at BL's engine plant and popularised by its linkage with the Italian evocative theme of *il teapausa*. Yet it is a serious issue with a long track

the tea-break, it is purely British concern, unions abroad also see a case for a reduction in hours, or of the work week, and increased wages, and the case for a more vigorous as labour market climb.

France, the issue was a plank of President Mitterrand's election campaign. The proposed lowering of the working week from 40 to 35 hours is primarily as an incentive measure, to improve the quality of life.

pledge is being put into more gradually than previously. Legislation to limit working week to 35 hours was prepared; it is to go to the Assembly next month, and its passage is accelerated by means of a referendum. However, it says nothing on the week—though that is the Government's aim.

West Germany, the *Gewerkschaftsbund*—the highly centralised union of German workers—has shown considerable interest in cutting working time employment rose over the three years. Indeed, in the powerful IG Metall and engineering union, an unsuccessful strike in support of a claim for shorter week. The DGB went further, claiming that the 39-hour week is its negotiating last year: this year it suggested a five per cent reduction in working time to 36 hours, though no union exists which specifies "standard" before overtime. Trade



Ford's engine plant at Bridgend, Wales: the company takes a hard line on the 39-hour week

unions as well as employers have traditionally resisted legislation in this area—though the TUC now appears to be moving towards support for such measures, in part under the influence of the Mitterrand policy.

However, both the BL dispute and the linked but less publicised introduction on the first of this month of the 39-hour week in the engineering industry—directly benefiting some 15m workers—provides a good case study of the immediate effects of such a move.

The experience of BL, though an exception—the company has withdrawn from the Engineering Employers Federation (EEF) but agreed to honour the terms of the 1979 agreement—its instructive. Negotiations on the 39-hour week were delayed until September 4 this year: ad hoc meetings of union officials had to be called because of failure to agree the composition of a new national negotiating body. The company conceded union demands that the cut in time should be taken as one hour rather than as a 12-minute reduction spread over five days—an issue that has divided many other companies.

BL insisted the only way to

fund the move was through a cut in relaxation allowance—the time given for tea breaks and rest periods—from 51 to 40 minutes a day. The unions countered that productivity gains of 30 per cent and 40 per cent claimed by the management at plants such as Longbridge and Cowley were sufficient to fund the increase and that relaxation time should not be disturbed.

Some companies in the engineering industry have conceded that point. They have chosen to ignore the implied 25 per cent cut in capacity caused by the 39-hour week because there have already been changes in working practices—and much greater flexibility, partly as a result of short-time working and the fear of unemployment.

At Longbridge, where workers voted grudgingly 60-40 to return to work, the proposals for the 39-hour week after the strike ended proved too much and prompted a walk-out by 2,000 workers. But why should militancy be confined to particular sections of employees? BL claims that more than two-thirds of its 36 plants and more than half the 58,000-strong manual workforce are already working the new relaxation allowance.

The men who walked out at Longbridge are on the final assembly tracks of the Mini, Metro and Allegro models. For such people the tracks not only do not stop but also dictate the pace of the job. Tea breaks and relief periods are arranged with "slip men" who will deputise.

According to the unions, there is considerable alarm that the cut in relaxation allowance requires a consequent 25 per cent reduction in the number of slip men: in essence, that would mean that the reduction in hours had the exactly opposite effect to the one the unions intended — it would reduce, rather than create, employment. The company argues that alternative jobs will be offered.

At Ford, that distinction is recognised and track workers are allowed 40 minutes relaxation time with much of the rest granted only 25 minutes. Ford, which is not a member of the EEF, has taken a hard line about the 39-hour week, refusing to make any concessions unless the unions guarantee to maintain capacity.

Managers have two powerful aids in their efforts to bring in the reduced working week without increasing costs. First, the working week agreement signed by the engineering employers and the Confederation of Shipbuilding and Engineering Unions not only specifies that there shall be no increases in manufacturing costs, but also lays down that "the methods to give effect to this principle shall be determined by the employer after consultation with his employees." Cutting back on breaks or any other form of making up for lost time is, in the end, out of the unions' hands.

Second, though the unions won the reduction after a struggle, their ability to press the advantage has diminished over two years of soaring unemployment. Companies will stick to the agreement, but there is evidence, even at this early stage, that the more determined among them will use the letter of it to achieve productivity improvements and better working practices which will at least balance the extra costs incurred.

Anecdotal evidence from the EEF, and from its members and regional associations, is that: A large number of companies have clawed back some or all of the one hour lost—2.5 per cent of working time—by either cutting breaks or (more usually), according to the EEF, cutting waiting time during the work process by improving production flow and stock control, or keeping a sharper eye on early finishes and late starts.

Many companies—especially those who have left planning for change to the last minute—have put their proposed changes through disputes procedure. However, in some cases, reductions in breaks or other changes have been accepted, or imposed unilaterally, without substantial negotiations and without much, if any, reference to district union committees. Both management and company stewards have a vested interest in keeping quiet about these deals, but it seems likely they are numerous.

The stimulus given to management by having to implement the agreement has, in cases, resulted in productivity savings and efficiency measures which more than outweigh the 2.5 per cent loss in production time. In no case reported to

the EEF, or discovered in research for this feature, have companies employed 2.5 per cent more labour, or indeed any. In the case of BL, the pressure has been in precisely the opposite direction. These early findings have been underpinned by two recently published reports on shorter working time, both of which draw on a large fund of case study material. The shorter of the two, by the Policy Studies Institute, concludes that there is "little or no evidence that firms which had already reduced working time had been recruiting more workers... the implication was that output could be maintained without an increase in employment."

The second, much larger report by the Anglo-German Foundation also found that "the hypothesis that a given volume of labour can be so redistributed as to reduce the average working time of persons employed and so increase the total numbers employed" is "too simple to yield any indications of the real effects of a reduction in working time."

If, then, the evidence does not support the expressed desires of the unions that less hours leads to more jobs, what are the benefits—especially for workers whose companies may actually suffer a loss of competitiveness? Clearly, an extra hour's leisure is a gain, and one which both studies note are often seen by workers as important as increased wages. The Anglo-German study mentions a decrease in overtime and absenteeism as possible gains, too, while a sharper decrease in hours—say, of 10 per cent—could work through to an increase in employment.

Less obviously, but perhaps as important, the study notes that only one in 50 manual male workers is on a 35-hour week, compared with one in five male white collar workers. A narrowing of the substantial "leisure differential" between these two groups has been seen by the engineering union as a major plank in its bargaining.

Case Studies of Shorter Working Time, PSI, October 1981; "Working time in Britain/Working time in West Germany / The effects of changes in working time on competitiveness," Anglo-German Institute, November 1981.

Lombard

How Mars Bar defeats inflation

By Nicholas Colchester

THE cumulative change in the real value of the pound since the Second World War has been so great that most people are now completely disoriented when attempting to compare prices over any period of time. Have we become richer? Is the cost of that once-in-a-decade purchase reasonable? Far from telling us where we stand, our pay cheque has become an opiate to protect us from unpalatable reality.

In my own effort to regain my financial bearings I have become increasingly addicted to the Mars Bar. The Mars Bar is a currency for our time: it is a long-established basket of staple commodities (cocoa, vegetable fats, milk solids, sugar) packaged with great consistency in the form of an ingot. As such it is a reliable unit of account—certainly more reliable than gold, which is prone to speculation—and it preserves a remarkably constant real value. I have measured my wealth in Mars Bars since an early age, though the motive for doing so has changed.

Price changes

The table shows some selected price changes since 1940. It may seem absurd that the pay of the young graduate joining ICI has gone from £275 in 1940 to £5,700 today. Yet in real, which is to say Mars Bar, terms his pay has advanced modestly, rising from MB 33,000 in 1940 to MB 38,000 today. This means that the modern young man is only marginally better placed to buy his first small car. The Morris 8 would have cost him MB 19,200 in 1940 while the Mini costs MB 19,333 today.

It would be surprising, this one over.

THE REAL FALL OF THE POUND

	Mars Bar	Morris 8/Mini	Roast beef at Simpson	Graduate joining ICI (a year)
1940	0.833p (2d)	£160	20p	£275
1960	2.5p (6d)	£530	43p	£750
1981	15p	£1,900	£5.95	£5,700

Letters to the Editor

Should the Revenue be paranoid about tax avoidance? The answer is simple

Chairman, Brothers, much Parliament, the proposals for UK companies, to their own shares are one of the principal of removing the ban on creation of symmetry the factors tending to mergers and those to facilitate demergers. On the fiscal side it is for the tax disadvantage demergers to be no more than those of mergers. By public company its capital to raise cash shareholders to re-purchase of company a relatively routine operation and not one with tax disadvantages. entry is to prevent a "C" should like-free to sell company cash and return the shareholders by renegeing its own shares with disadvantages. present tax law, the reach in this way would rubrication and involve an corporation tax liability. It was always the distribution rules be revised and the has issued a document, out-its proposals for the Revenue, however, these rules only relaxed private company in certain circumstances.

Private companies should find this reform useful but it is surprising, and very disappointing, that the Revenue should seek to limit the effective scope of this reform to them. Apparently, the Revenue fears the ACT take will decline if public and listed companies are included. Presumably, the argument is that companies generally will elect to return retained profits to shareholders by buying in shares instead of paying dividends. But companies will not alter their dividend policy because of a new ability to purchase their own shares.

Some will see this strange notion as another instance of Revenue paranoia about tax avoidance. Indeed, there may be some benefit to the yield of capital gains tax if the effect of a company purchasing its shares is to increase the price of its shares.

Nowhere in the Revenue's paper is there any reference to the economic case for this reform, which applies particularly to the larger and listed companies. Just as some companies have insufficient risk capital, others have a surplus. Every-one agrees it is economically beneficial if unneeded risk capital is returned to the market for reinvestment rather than left on deposit by a company or invested unproductively. By purchasing its shares, a company can make surplus risk capital available to others, in-

crease its gearing and raise its return on capital. If a company's share price rises in response to its own buying, the cost of risk capital is also reduced. In addition, this reform could enable a listed company standing at a sizeable discount to asset value to reduce that discount and thereby deter an asset-stripper.

The UK ban on companies buying their own shares resulted from a court decision last century in which the judges were understandably concerned to protect creditor rights following the then daring innovation of limited liability. Creditors are satisfactorily protected in the new legislation and North American companies have been able to purchase their own shares for many years without any problems for the security markets or tax authorities.

Such arguments were preferred by the Government to the more restricted approach of Professor Gower in the initial Green Paper on the subject. Unfortunately, this narrow view has now resurfaced in the Revenue's recommendations. It is to be hoped the Government will not permit the Revenue largely to destroy the rationale of this legislation by restricting the necessary tax changes to an insignificant part of the economy.

I. J. Fraser, Lazard Brothers, 21, Moorfields, EC2.

Devilish methods dog the Stansted saga

From the Chairman, NW Essex and East Herts Preservation Association

Sir,—Further to your report (November 17) regarding the delay on any decision to proceed with Gatwick's second terminal, it seems totally unreasonable that this further mini-inquiry should take place after Mr Poole (BAA's forecasting witness) has given his evidence and is no longer present to answer questions at the Stansted inquiry. This can be seen as yet one more example of the devilish methods which have dogged the Stansted saga.

The argument appears to be that the second terminal at Gatwick ought to be considered as an alternative to Stansted's expansion. The assumption made so far at the present inquiry is that Gatwick's second terminal would be built; if this is not to be the case then the implications for Stansted are serious.

If the Secretary of State is considering either one or the other then he ought to consider the two against each other in a comparative way at the Stansted inquiry. Our fear is that the Government might defer both decisions and ultimately permit Stansted as a matter of urgency.

The decision on Gatwick having been for the time being withheld, the go-ahead for Stansted could be given because of pressure of need. Then we would still have the recommendation from the Secretary of State for the expansion of Gatwick when BAA and Government thought St.

John Lukies, North West Essex and East Herts Preservation Association, c/o Fortescue Farm, Good Easter, Nr. Chelmsford.

Cuts in higher education

C. Norton, Having recently been assigned in support of British investment in ICI, I write in support of Blumer and Maynell in your published on 14 and 18 July. The few months I was in Malaysia I too was of the generally indifferent and patronising attitude of the British and in some cases members of the British community. Unless members of the British community and business are engaged in a serious research of the country before then relationships with will deteriorate, yet members of the community who are working, or worked, in Malaysia, had Dr Mahathir is a

very sensitive man and is faced with some extremely difficult problems, the economic development of Malaysia being but one facet of an overwhelmingly difficult task. He needs our co-operation not indifference or criticism. We must bury the old colonial relationships and attitudes and set about generating good will between the British business community and Malaysia by positive co-operation backed by a genuine understanding of the problems faced by Dr Mahathir in his efforts to meet the aspirations of the Malaysian people. Our failure to meet this challenge will, as Mr Maynell suggests, leave Britain very much the poorer.

C. A. Norton, The Old Meeting House, Pottersdown, Fife.

Cuts in higher education

From Mr. D. Layton, Sir,—Your leader on cuts in education (November 18) con-

sidered what changes would be educationally best. Would it be useful, perhaps, also to consider either a standstill or a reduction in university salaries and wages instead of the cuts?

You have fairly recently given space to the teaching of Professor James Meade and one understands that the effects of pay changes on employment are apparently his chosen deciding factor on pay levels when, in the last count, arbitration is called for. The idea, as you see, comes from an academic source though it might just as well have come from the Government.

There could be a few minor see sums on pay and a few figures about recent pay changes, as well as the figures of suggested redundancy hand-outs.

I do hate the idea of there being a large number of unemployed university academics with leisure time on their hands. David Layton, 18, Grove Terrace, Highbury Road, NW5.

New city offices

£7.00 a foot

The city is Peterborough. Fifty minutes from King's Cross. The offices are in Aragon Court, a superb new building overlooking the cathedral.

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It must be the Peterborough Effect

THE UNION STEEL CORPORATION (OF SOUTH AFRICA) LIMITED

(Incorporated in the Republic of South Africa)

REPORT TO THE SHAREHOLDERS FOR THE NINE MONTHS ENDED 30 SEPTEMBER 1981

The directors report that the audited consolidated results for the nine months ended 30 September, 1981 are as follows—

	9 months ended 30.9.1981	12 months ended 31.12.1980
Operating profit	R'000 18 855	R'000 22 584
Plus: Income from investments	1 694	1 781
	20 549	24 365
Less: Depreciation	3 194	4 040
Interest paid on borrowings	2 339	2 939
Profit before taxation	15 028	17 386
Less: Taxation	3 897	3 988
Group profit	11 219	13 398

Earnings per ordinary share 37.64c 44.95c

The audited group profit after tax for the nine months amounted to R11 219 000 after provision was made for interest of R2 339 000 and depreciation of R3 194 000. This compares favourably with a group profit after tax of R13 398 000 in the 12 months period ending 31 December 1980. If the 1981 group profit after tax is compared with the pro-rata 1980 profits, the 1981 results show an increase of 12 per cent over those of the previous year. This improvement can be attributed mainly to higher profits realised in the aluminium, cable and copper divisions. There was higher activity in these divisions and the turnover was considerably higher compared with the same period last year. It is gratifying to be able to report that Veldmaster made a profit on agricultural implements and parts, as opposed to a big loss last year. In contrast, there was a decline in the demand for steel. The total despatches of steel decreased by 12 per cent in comparison with the corresponding period last year. In this respect the largest decreases were experienced in special steels and price controlled steels, whilst despatches of hollow drill steel, forgings and tool steel were maintained. Consequently, total steel profit showed a considerable decrease in comparison with profit realised in 1980.

Despatches from the foundry also show a decrease of 12 per cent which can be attributed to fierce competition. As a result, the foundry suffered a greater loss than that of the 12 months of the previous year.

DIVIDEND DECLARATION:

A. Ordinary Dividend

Notice is given that a final dividend of 25 cents per R2.00 share for the nine months ended 30 September 1981 is declared on the 'A' preferent shares.

Notice is given that a final dividend of 25 cents per R2.00 share for the nine months ended 30 September 1981 is declared on the 'B' preferent shares.

Notice is also given that a dividend of 9 cents per 50 cent ordinary share is declared.

B. Bonus Dividend

Notice is given that a bonus dividend of 6 cents per R2.00 share is declared on the 'A' preferent shares.

Notice is given that a bonus dividend of 12 cents per R2.00 share is declared on the 'B' preferent shares.

Notice is also given that a bonus dividend of 3 cents per 50 cent ordinary share is declared.

Dividends are payable to shareholders registered in the books of the Corporation at the close of business on 11 December 1981. The transfer registers and members' registers will be closed from 12 December 1981 to 24 December 1981 both dates inclusive and cheques will be posted from both Johannesburg and London on or about 15 January 1982. Registered shareholders who are paid from the London office, will receive their payment in United Kingdom currency—equivalent to the rand value of their dividends as at 5 January 1982.

Any change of address or dividend instructions must reach the transfer secretaries on or before 11 December 1981.

A tax deduction of 15 per cent will be applied if applicable to foreign shareholders.

By order of the Board
P. E. BRINK
Secretary
Registered Office:
General Hertzog Road
P.O. Box 48
Vereeniging 1930
London Office:
40 Holborn Viaduct
London EC1P 1AJ

Transfer Secretaries:
Central Registrars Limited
4th floor
154 Market Street
Johannesburg 2001
(P.O. Box 4544, Johannesburg 2000)
Charter Consolidated P.L.C.
P.O. Box 102
Charter House, Park Street
Ashford, Kent TN24 8EQ
17 November 1981

Companies
and Markets

MINING NEWS

UK COMPANY NEWS

Shutdown for uranium mine

BY GEORGE MILLING-STANLEY

THE TREATMENT plant at Energy Resources of Australia's big Ranger uranium mine in the Northern Territory of Australia has been ordered to close because it may have breached environmental guidelines, according to Mr Ian Tuxworth, the state's Minister for Mines and Energy.

Mr Tuxworth said yesterday that the temporary shutdown was ordered by Mr Mike Purcell, secretary of his department, following the appearance of an island in the operation's tailings dam on November 5.

The department ruled that tailings must be covered by at least two metres of water, but the island remained until November 19, Mr Tuxworth said.

He added that "despite the fact that tailings were apparently exposed to the air for about 14 days, the company failed to report the matter either to the Director of Mines or to the supervising scientist, as the guidelines require."

Apart from ERA's failure to report the existence of the island, the department is also concerned that the company could still be in breach of the requirement to have two metres of water over the floor of the tailings pond.

Australia's EZ Industries and Peke-Wallend each own 30.5 per cent of ERA, with the remainder split between the Australian public and several overseas customers.

Better news for ERA came with the disclosure that uranium oxide (yellowcake) from the operation should be exported from Darwin within a fortnight. The yellowcake, worth around

AS13m (£7.5m), has been stranded at the port for six weeks because of a refusal by members of the Waterside Workers' Federation to load it onto a waiting vessel. The industrial action is part of a campaign by the Australian Council of Trade Unions against uranium production.

The Northern Territory Government has made alternative arrangements for loading the uranium, using non-union labour, reports Patricia Newby from Canberra.

Although Ranger has been in operation for some time, the official opening ceremony was held only last Friday. At the ceremony, Mr Doug Anthony, Australia's Deputy Prime Minister and Minister for Trade and Resources, expressed some qualified optimism over the future of uranium production in the country.

He said that the Ranger project had been built by union labour on schedule, in spite of warnings that union opposition would make uranium mining impossible.

The fact that the construction of Ranger was not compromised or delayed by industrial disputes is an indication that common sense will prevail over "head-in-the-sand" attitudes, Mr Anthony said.

The operation has estimated reserves of around 106,000 tonnes of uranium oxide, and is expected to be exporting some 3,000 tonnes a year from 1982 onwards.

Mr Anthony said that contracts already signed with six countries covered the sale of some 46,000 tonnes, worth around AS32m.

Occidental wins permit in Western Australia

BY STEPHEN THOMPSON

A CONSORTIUM led by America's Occidental group has won one of Western Australia's most eagerly sought-after offshore petroleum exploration permits, reports Patricia Newby from Canberra.

The consortium plans to inject AS12m (£7.3m) into Australia's expanding petroleum exploration industry.

The permit, WA-167, runs from Barrow Island to the north-west coast between Dampier and Onslow and covers 11,690 sq km.

It is directly south of Woodside Petroleum's North Rankin permit, which will form the basis of the AS30n North-West Shelf gas project.

Seven companies will participate in the WA-167 26-well programme, one of the biggest ever proposed in Australia.

The consortium comprises Bood Corporation, Ranger Oil,

Texas Eastern Australia, Reading and Bates Australia Petroleum, Pontoon Oil and Minerals and Pelsart Oil. Eleven groups bid for the WA-167 permit.

Another offshore area, WA-157 was granted to Esso, the Exxon subsidiary, which was the only bidder. No other companies are involved in WA-157.

Esso plans to spend around AS40m on the 2,660 square km permit, which is located just east of Scott Reef in the Browse Basin about 400 km north of the port of Broome.

The Western Australia State Government also announced the award of the offshore Canning Basin permit EP-240 to Great Eastern Mines and Texon Energy Corporation.

A Perth Basin permit covering almost 2,000 square km on the eastern edge of the onshore basin was awarded to the local company, Agnew Clough.

Sharp rise at London & Liverpool

A sharp rise in pre-tax profits was shown by London and Liverpool Trust, holding company for John Foster and Son, spinner and manufacturer of mohair and other fabrics, were reduced from £748,185 to £548,713 and, despite omitting last year's final dividend, the interim is maintained at 0.5p net per 25p share.

Turnover was down slightly at £4.62m (£4.65m). This is compared with £11.19m for the 1980-1981 year when losses amounted to £888,444 pre-tax.

The directors expect, despite last year's setback, that the group will follow its usual pattern and produce materially better second half figures with a profit in the current six months.

The directors are confident of continued progress and satisfactory results for the whole year.

In the last full year a total dividend of 3.2p was paid from pre-tax earnings of £856,000 on sales of £7.54m.

Contra pre-acquisition profits earned by Copy Consultants (Western), Bulk Hardware, EM Exhaust Manufacturing (Stoke-on-Trent), J. Lloyd and Sons (Silencer Service) and West Midlands Exhaust and Spares, have been excluded in arriving at distributable profits of £357,000 (£31,000). Tax took £233,000 (£113,000).

Agreements have been reached for the sale of the motor businesses of the Regent Autocar Company, following which the group will no longer be engaged in the distribution and service of motor vehicles. Sales of the motor businesses, included in the figures to September 30 1981, are expected to be well down on the contribution to group profits, says the directors.

Interim up at Property Partnerships

Taxable profits of Property Partnerships were little changed for the half year ended September 30 1981, but the interim dividend is increased from 2.25p to 2.5p net per 25p share.

Struck after interest up from £4,000 to £10,000, the pre-tax figure was £347,000 compared with £358,000 previously.

Gross rental income from investment properties amounted to £271,000 (£235,000) and turnover of hotel goods and services was £1,03m, against £1.01m.

Operating profits of £357,000 (£350,000) were split as to property investment, £198,000 (£172,000), and hotels £159,000 (£178,000).

After tax of £181,000 (£185,000) earnings are shown as 4.7p (4.5p) per share.

Peter Stores to close shops and cut staff

Mr Joseph Penryth Gould, chairman of Peter Stores, says in his annual report that shops are to be closed which have become unprofitable. Staffing levels will also be reduced.

In the 52 weeks to June 27, 1981, the group incurred a pre-tax loss for the first time in its history. The loss was £258,000 compared with profits of £678,000 in the previous 12 months.

He says the board is working hard to reverse this trend. There are, however, still large cost increases in the pipeline, such as supplementary rates which will continue to make life difficult.

Much depends, he says, on the stores' performance during December and the Christmas period.

At the moment, the group has curtailed its losses but the results for the first half will again be dependent on Christmas.

Shareholders' funds at the year-end were £7.32m (£5.28m). Loans totalled £3.32m (£505,000) and fixed assets were £11.38m (£5.85m). The chairman's emoluments were down from £35,343 to £29,256. On a CCA basis, the pre-tax loss was £223,000.

Meeting, Newcastle-upon-Tyne, December 17, at noon.

London Life anniversary income bond

London Life Association, the second oldest mutual life company in the UK, is commemorating its 175th anniversary by offering one of the latest life products, a five-year Guaranteed Income Bond.

The bond is marketed primarily by the newly formed life companies which, in general, can offer slightly higher yields because of their tax position. Mature life funds do not have this advantage.

The 175th Anniversary Bond from London Life offers investors a yield, net of basic rate tax of 10.6 per cent at age 20 to 10.8 per cent at age 65. This is below the top yields for these income bonds. The minimum investment is £1,000.

The bond provides a full return of the investment should the investor die during the period and guarantees a minimum return of 85 per cent of the investment on early cash-in.

In addition to these benefits, the first 1,000 investors in the Bond will receive a Dartington glass paperweight which London Life has commissioned for the occasion. The offer closes on December 31 1981.

London Life is one of the very few life companies that does not pay commission to intermediaries. Thus its business comes from its own sales force and from direct enquiries.

M. L. DOXFORD
The directors of M. L. Doxford and Co state that active negotiations are progressing with interested parties for the sale of the group's business and property. A further statement will be issued on completion of the negotiations.

J. Foster reduces deficit to £0.55m at six months

FOR THE half year ended August 31 1981 taxable losses of John Foster and Son, spinner and manufacturer of mohair and other fabrics, were reduced from £748,185 to £548,713 and, despite omitting last year's final dividend, the interim is maintained at 0.5p net per 25p share.

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However, Mr J. L. Turner, the chairman, who anticipated that the results would be well down on the contribution to group profits, says the directors.

He points out that as last year the level of demand for bicycles over the Christmas period will be crucial in determining the results.

In view of the first half loss the interim dividend is being omitted. Last year an interim of 3.17p net was followed by a final of 0.63p net which was paid from taxable profits £540,000 down at £671,000.

Turnover of the group, whose activities include the manufacture and distribution of agricultural equipment, bicycles and specialised engineering products,

declined over the first six months from £12.07m to £11.43m.

There was no tax charge (£50,000) and stated loss per 5p share emerged at 0.74p compared with earnings of 0.81p.

Commenting on the results Mr Turner says the bicycle division's turnover and margins were substantially down as customers remained in an overstocked position for most of the period.

He adds that although demand subsequently returned to more reasonable levels and sales improved, intense competition, particularly from imports, again depressed margins.

The group has recently invested considerable capital expenditure on improving plant and premises and plans to reduce costs even further.

Demand for engineering products showed no signs of picking up, except in a few specialised areas, and the directors say they see few signs yet of an upturn in the market place.

However, new products were well received and any growth is likely to come from this area.

The Elswick-Hopper project is progressing well

although no profits will accrue from this source in the current year.

The agricultural sector adjusted to market conditions with profits beginning to improve towards the end of the first half. This trend has been maintained and although there is still over-production and margins have not yet fully recovered, the directors say they are now much more confident that a recovery in this area has begun.

The chairman says he hopes his next report is more optimistic.

suits is on the rise. Helped by stabilised mohair prices and a stronger yen, pre-tax profits in the second half should reach £200,000.

This indicates a loss of around £250,000 for the year. The company expects to move back into the black next year, largely due to contained wage costs and slightly better margins.

Capital gearing at the year end was less than 30 per cent, but the company remains wary of financing any diversification from its one-product line. In the meantime, if the Japanese market weakens appreciably, Foster could go the way of its many erstwhile competitors. The shares, up 1p but well below par at 13p, are backed by book net assets per share of 63p. The market capitalisation is £1.3m.

John Foster is clinging to a Japanese life-raft. Exports to Japan are now more than a third of total output and Japan's appetite for Foster's up-market

comment

John Foster is clinging to a Japanese life-raft. Exports to Japan are now more than a third of total output and Japan's appetite for Foster's up-market

Elswick-Hopper in loss midway

THE DOWNWARD trend experienced by Elswick-Hopper for 1980-81 has continued into the current year and for the six months to July 31 the group plunged into the red, incurring a pre-tax loss of £252,000, compared with a profit of £405,000.

However, Mr J. L. Turner, the chairman, who anticipated that the results would be well down on the contribution to group profits, says the directors.

He points out that as last year the level of demand for bicycles over the Christmas period will be crucial in determining the results.

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The chairman says he hopes his next report is more optimistic.

NO PROBE

Mr John Biffen, Secretary of State for Trade, has decided, in accordance with the recommendation of the director general of Fair Trading, not to refer the following mergers to the Monopolies and Mergers Commission under the provisions of the Fair Trading Act 1973: FVC Lilley/MDW Holdings; Courtauld, Pensions Corner Investment Fund/Grange Trust

REMY MARTIN (FAR EAST) LIMITED INTERIM REPORT TO SHAREHOLDERS IN RESPECT OF THE YEAR ENDING 31st MARCH, 1982.

The Board of Directors of Remy Martin (Far East) Ltd announces that the unaudited consolidated profit after taxation and minority interests of the group for the six month period ended on September 30th 1981 amounted to Hong Kong Dollars Twenty Five million seven hundred and forty five thousand (HK\$25,745,000), compared with Hong Kong Dollars 15,516,000 for the same period of last year, reflecting an increase of 66%.

	Six month period ending 30th September 81	Six month period ending 30th September 80
	HK\$'000	HK\$'000
Profit before taxation	29,828	18,320
minority interests and extraordinary items	4,340	2,702
Taxation	25,488	15,618
Share of profit attributable to minority interests	257	(102)
Net profit attributable to the members of the Company	25,745	15,516
Earnings per share	HK\$0.47	HK\$0.32

N.B. The calculation of earning per share is based on profit attributable to the members of the Company and; on the weighted average of 55,000,000 (47,916,667 in 1980) ordinary shares in issue during the respective period.

DIVIDENDS

The directors have resolved to pay an interim dividend of 20 cents per share. In 1980 an interim dividend of twenty cents per share was also paid; the number of shares having been increased from 50,000,000 to 60,000,000 as a consequence of the bonus issue of one new share for five existing ones by the general meeting of the Shareholders of the Company held on July 14th 1981, the total amount of interim dividend is therefore increased by 20% compared to last year.

RECORD DATE FOR SHAREHOLDERS

In order to qualify for the above dividend, all transfers accompanied by the relevant share certificates must be lodged with the Company's Registrars, Peat Marwick and Mitchell & Co., Tsing Shing Commercial (Central) Building, 134-136 Des Voeux Road, Central, Hong Kong not later than 4.00 p.m. on the 26th November 1981, being the record date for all shareholders. The transfer books and Register of members of the Company will be closed from 27th November 1981 to 10th December 1981 both days inclusive, during which no share transfer will be effected.

HIGHLIGHTS

- Despite general economic conditions in the Far East region, which had an adverse effect on the level of consumption of wines and spirits in the various markets where our group is operating, the group has been able to increase significantly its sales in volume. The successful launch of Remy Martin superior quality Cognacs, together with the strengthening of our wine divisions have helped to obtain this satisfactory result.
- In particular the sales of our Hong Kong subsidiary, Watsons the Wine Merchants Ltd., have been extremely encouraging with an increased volume of 34%; in addition to the products already distributed, this company has been successful in obtaining new agencies including Tia Maria liqueur, de Ladoceite Loire wines, Henkell Trocken German wines.
- At the same time, our activity in the duty free trade (airline companies, airport outlets etc.) has been very successful and we have been able for the first time in the history of the Company to obtain the listing of some of our products on board most of the airlines in the Region (Japan Airlines, Cathay Pacific, Singapore Airlines, Korean Airlines). These listings effective between 1st September and 1st January 1982 will strengthen considerably our share in this developing business.
- The Company has studied during the period under reference an investment in property in Singapore and decision was taken at the end of this period to increase the share capital of our fully owned subsidiary, FRANCE SCOTT PRIVATE LTD, in order to partly finance the purchase of a warehouse and offices to be utilized by it.

PROSPECTS FOR THE FULL YEAR

The directors view prospects for the remainder of the year encouraging and expect the growth in sales and profitability of the various companies of the group to continue. Therefore, it is expected that the profits of the year will be again significantly higher than those of last financial year and in the absence of unforeseen circumstances the Board expects to be able to re-dividend of 55 cents per share on the issued capital.

Shareholders should however bear in mind that the final figures may be affected by fluctuations in foreign exchange rates.

By order of the Board,
G. M. H. d'Avout
Company Secretary

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CURRENCIES, MONEY and GOLD

& \$ steady

dollar showed no clear trend in currency yesterday. Initial probably reflected the use on Friday in U.S. supply. Despite this, the dollar was steady at 1.5075 against the Swiss franc, which was closed on 1.5075. The dollar was slightly higher at 1.5075 against the Swiss franc, which was closed on 1.5075. The dollar was slightly higher at 1.5075 against the Swiss franc, which was closed on 1.5075.

SwFr 3.4575. It was also down against the French franc from FF 10.8050 to FF 10.8150. D-MARK - Weakest member of the European Monetary System following the last currency realignment, but recovering after trading close to its divergence limit for several days. It has also shown some improvement against the dollar but future looks in U.S. interest rates and uncertainty over Germany's economic prospects have left the market rather nervous. The D-mark was slightly weaker at yesterday's closing in Frankfurt. The dollar rose DM 2.2655 from DM 2.2430 and there was no intervention by the Bundesbank while sterling moved to DM 4.2890 from DM 4.2810. Within the EMS the Dutch guilder eased to DM 91.45 per FF 100 from DM 91.45 and the Belgian franc improved to DM 35.9748 from DM 35.9748 per FF 100. The French franc was unchanged at DM 38.6550 per FF 100.

THE DOLLAR SPOT AND FORWARD

Nov 23	Day's spread	Close	One month	% Three months	% p.a.
UK	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Canada	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
France	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Germany	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Italy	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Japan	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Netherlands	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Portugal	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Spain	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Sweden	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Switzerland	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
U.S.	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm

THE POUND SPOT AND FORWARD

Nov 23	Day's spread	Close	One month	% Three months	% p.a.
UK	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Canada	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
France	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Germany	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Italy	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Japan	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Netherlands	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Portugal	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Spain	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Sweden	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
Switzerland	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm
U.S.	1.5075-1.5080	1.5075-1.5080	0.57-0.47c	3.28	1.07-0.97 pm

CURRENCY MOVEMENTS

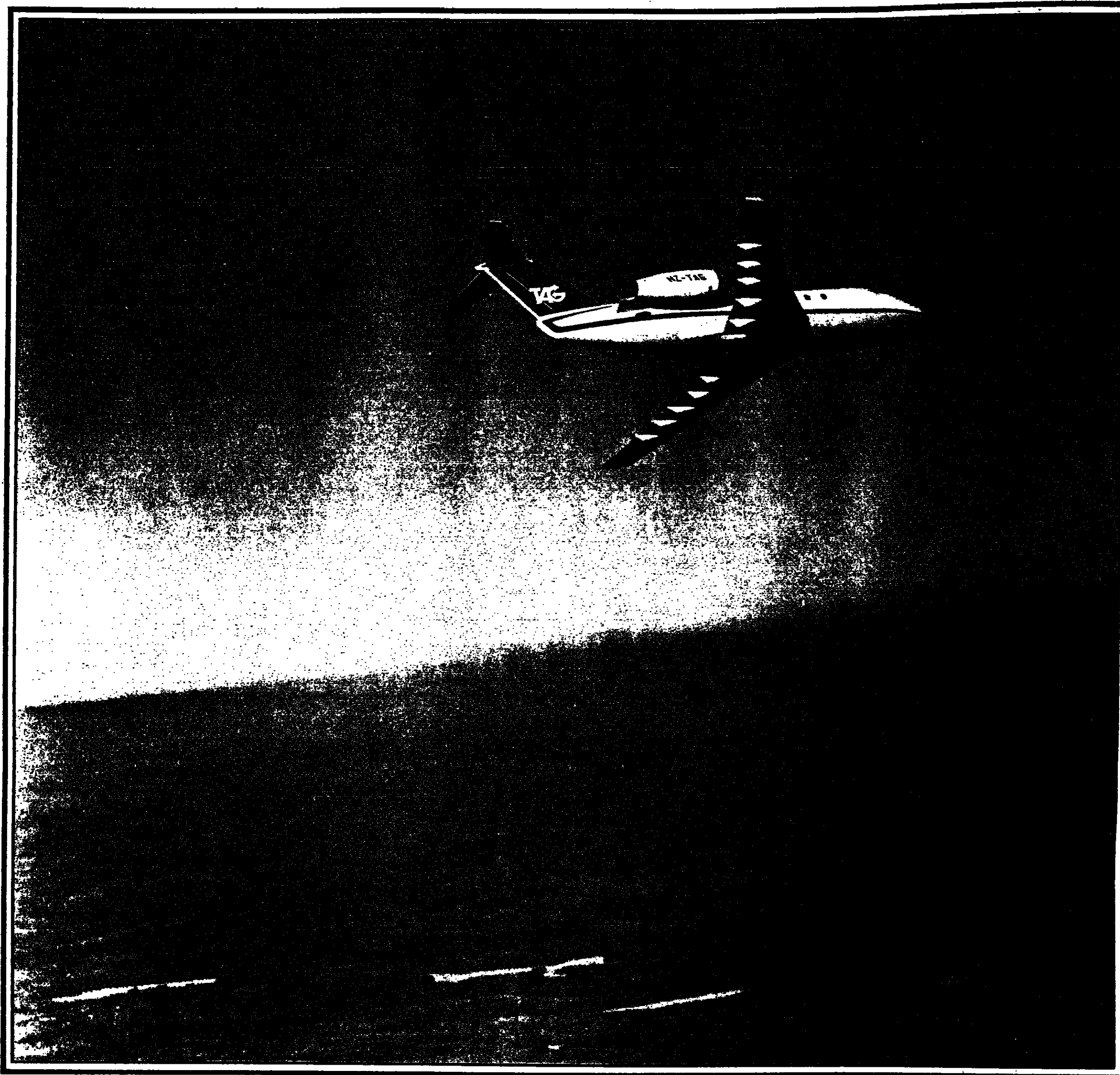
Nov. 23	Bank of England	Morgan Guaranty	Nov. 20	Bank of England	Morgan Guaranty
Sterling	100.7	100.7	Sterling	100.7	100.7
U.S. dollar	100.7	100.7	U.S. dollar	100.7	100.7
French franc	100.7	100.7	French franc	100.7	100.7
German mark	100.7	100.7	German mark	100.7	100.7
Italian lira	100.7	100.7	Italian lira	100.7	100.7
Japanese yen	100.7	100.7	Japanese yen	100.7	100.7
Swiss franc	100.7	100.7	Swiss franc	100.7	100.7
Dutch guilder	100.7	100.7	Dutch guilder	100.7	100.7
Belgian franc	100.7	100.7	Belgian franc	100.7	100.7
Portuguese escudo	100.7	100.7	Portuguese escudo	100.7	100.7
Spanish peseta	100.7	100.7	Spanish peseta	100.7	100.7
Irish pound	100.7	100.7	Irish pound	100.7	100.7
Greek drachma	100.7	100.7	Greek drachma	100.7	100.7
Israeli sheqel	100.7	100.7	Israeli sheqel	100.7	100.7
Indian rupee	100.7	100.7	Indian rupee	100.7	100.7
Pakistani rupee	100.7	100.7	Pakistani rupee	100.7	100.7
Sri Lankan rupee	100.7	100.7	Sri Lankan rupee	100.7	100.7
Thai baht	100.7	100.7	Thai baht	100.7	100.7
Singapore dollar	100.7	100.7	Singapore dollar	100.7	100.7
Malaysian ringgit	100.7	100.7	Malaysian ringgit	100.7	100.7
Philippine peso	100.7	100.7	Philippine peso	100.7	100.7
Indonesian rupiah	100.7	100.7	Indonesian rupiah	100.7	100.7
Brunei dollar	100.7	100.7	Brunei dollar	100.7	100.7
East German mark	100.7	100.7	East German mark	100.7	100.7
Czechoslovak koruna	100.7	100.7	Czechoslovak koruna	100.7	100.7
Polish zloty	100.7	100.7	Polish zloty	100.7	100.7
Romanian leu	100.7	100.7	Romanian leu	100.7	100.7
Bulgarian lev	100.7	100.7	Bulgarian lev	100.7	100.7
Hungarian forint	100.7	100.7	Hungarian forint	100.7	100.7
Czechoslovak koruna	100.7	100.7	Czechoslovak koruna	100.7	100.7
Polish zloty	100.7	100.7	Polish zloty	100.7	100.7
Romanian leu	100.7	100.7	Romanian leu	100.7	100.7
Bulgarian lev	100.7	100.7	Bulgarian lev	100.7	100.7
Hungarian forint	100.7	100.7	Hungarian forint	100.7	100.7

OTHER CURRENCIES

Nov. 23	£	\$	£	Note Rs.
Argentina Free...	12,752.19-92.99	0.675-16.92	Austria	30.00-30
Australia Dollar	16,660.1.5680	0.8915-0.9720	Belgium	79.85-90
Brazil Cruzeiro...	282.59-226.58	119.57.11.96	Denmark	15.77-15
Canadian Dollar	1.00-1.00	0.69-0.69	France	10.00-10
Greek Drachma...	105.107-108.	56.55-56.55	Germany	4.27-4.4
Hong Kong Dollar	10.85-10.85	0.6490-0.6540	Italy	2.895-2.895
Indian Rupee	1.00-1.00	0.00-0.00	Japan	1.10-1.10
Kuwait Dinar(KD)	0.539-0.534	0.8286-0.8208	Netherlands	4.68-4.4
Luxembourg Fr...	70.78-72.10	31.67-37.25	Norway	10.96-11
Malaysian Dollar	4.995-5.00	2.23-2.23	Portugal	20.00-20
New Zealand Dr.	2.2945-5.2995	1.1991-1.2000	Spain	181.1-18
Saudi Arab. Riyal	6.44-5.50	0.9185-0.9215	Sweden	10.43-10
Singapore Dollar	1.00-1.00	0.69-0.69	Switzerland	2.00-2.00
South African Rand	1.9445-1.9455	0.9685-0.9685	United States	1.90-1.95
U.S. Dollar	0.92-0.92	0.6715-0.6730	Yugoslavia	85.50-11

*Rate given for Argentina is the commercial rate. The financial rate for Argentina is 10.00-10.00.

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INTERNATIONAL COMPANIES and FINANCE

J.S. Steel raises credit line with bankers to \$5bn

PAUL BETTS IN NEW YORK

STEEL, the leading American steelmaker, is raising the credit line it negotiated with a group of banks to \$5bn. The move suggests that the steelmaker is far from the financial straits it was in when it was taken over by U.S. Steel in 1976. The credit line, which was originally set at \$1.5bn, was increased to \$3bn in 1979 and then to \$4.5bn in 1980. The new \$5bn line is set to expire in 1984. The steelmaker is expected to use the line to finance its expansion programme, which includes the construction of a new steel mill in Indiana and the acquisition of several smaller steel companies. The move is seen as a sign of confidence in the steelmaker's financial position and its ability to manage its debt.

A Federal court is expected to rule on a preliminary injunction filed by Marathon against J.S. Steel at the end of this week. The injunction would prevent J.S. Steel from using the credit line until the court has ruled on the matter. Marathon claims that J.S. Steel's use of the credit line would be a breach of its contract with Marathon. The court is expected to rule on the matter by the end of the week. The outcome of the case could have significant implications for the steelmaker's financial position and its ability to finance its expansion programme.

NatWest launches \$100m Eurobond

By Alan Friedman

A \$100m 10-year Eurodollar bond was launched last night for National Westminster Bank. The issue, led by County Bank, carries a 14 1/2 per cent coupon and is priced at a premium to U.S. Steel's offering. The bond is expected to be oversubscribed. The proceeds are to be used for general corporate purposes. The bond is the first of a series of Eurobonds that NatWest is expected to issue in the coming months.

There were no other new issues in the Eurodollar market last night. The market was quiet, with only a few trades reported. The bond prices were steady, reflecting the strong demand for the NatWest offering.

Dome sells off properties in C\$890m debt reshuffle

BY ROBERT GIBBENS IN MONTREAL

DOMESTIC PETROLEUM, the Canadian oil company which has been spearheading the requirements of the National Energy Programme, is selling off a one-quarter stake of the Canadian mainland and frontier oil and gas interests of Hudson's Bay Oil and Gas, of which Dome Petroleum owns 53 per cent. The total price is C\$890m. One part of the deal takes the form of a restructuring of Dome's debt, with Dome Petroleum selling a 12.5 per cent stake in Hudson's Bay Oil's Canadian energy properties to Dome Canada for C\$460m (US\$386.6m). Dome Canada, which is 48 per cent owned by Dome Petroleum, was set up

this year under Canadian ownership in order to meet the requirements of the National Energy Programme. Dome also proposes to sell another 12.5 per cent undivided interest in Hudson's Bay Oil's Canadian energy properties to a subsidiary of Dow Chemical of the U.S. for C\$430m (US\$358.1m). Dow is a long-standing partner of Dome in a number of Western Canada projects. This deal does not include any interest in Dome's frontier properties. The effect of the two deals would be to reduce Dome Petroleum's long-term debt, which potentially could reach nearly C\$5bn, assuming no asset sales were made. Oil

industry analysts still believe a buyer may be found for all or part of the Indonesian assets. Dome bought 53 per cent of Hudson's Bay Oil early this year from Conoco of the U.S. and is at present proposing to buy the minority holding with an exchange of preferred shares with a value of just over C\$2bn. If the takeover of the minority-held Hudson's Bay Oil shares goes through as planned, Dome would also get access to 100 per cent of that company's cash flow, which would also help it carry its debt-load. The Federal Government has just modified a clause in the November 12 budget, which, in effect, allows this takeover to go through.

BASF plans more plastics closures

By Kevin Done in Frankfurt

BASF, the West German chemicals group, sustained losses of DM 100m (\$44.5m) on its commodity plastics operations in the first nine months of 1981 and is planning the closure of around 100,000 tonnes of its present plastics capacity. Since the first oil crisis in 1973-74, BASF's West European plastics producer has already cut about 100,000 tonnes of its 1m tonnes polyethylene capacity. The additional 100,000 tonnes is to be closed as part of the group's attempt to give a lead to restructuring throughout the European plastics sector. Plants have been working at around only 60-65 per cent of capacity. Professor Matthias Seefelder, chief executive of BASF, said: "The cause for this alarm is overcapacity. There is a real structural crisis in the sector because since 1974 several manufacturers have continued to expand their commodity plastics capacities, while a number of newcomers have also entered the sector for the first time with new plants."

Chile fruit group goes bankrupt

MARY HELEN SPOONER IN SANTIAGO

THE LARGEST fruit processing company, the Compañía Frutera Sudamericana (Cofru), has declared bankruptcy, leaving debts estimated at over US\$41m among 24 foreign banks and finance companies. The company's collapse has been attributed to a sharp decline in fruit prices over the past year, along with some questionable accounting practices. From 1975 to 1980, the company increased its sales from US\$56m to US\$550m. But sales fell sharply this year because of the recession and weakening of certain European currencies against the Chilean peso. In April, sales were down to US\$48m and in the August were barely \$1m. Despite this decline in

revenues, Frutera Sudamericana was authorised earlier this year by the Chilean Securities Superintendency to issue brokerage certificates offering interest rates higher than those of most Chilean banks and finance companies. The company's debts in this area have been reported at US\$21.5m. The fact that Cofru was offering such certificates as late as last month has raised questions about the accuracy of the company's records and the Chilean Securities Superintendency's regulatory practices. Cofru's outstanding debts to banks and finance companies involve more than 40 per cent of the financial institutions operating in Chile. Of the US\$41m in sales, almost US\$30m is owed to five foreign banks—the Bank of Tokyo, the Republic National Bank, the Banco de la Nación Argentina, the Banco de Colombia and the Banco Promotor de Panama. Meanwhile, there have been persistent, though unconfirmed reports that Cofru and Cook, the Hawaiian-based food producer and distributor, is planning to buy Cofru. The corporation's Chilean subsidiary, the Standard Trading Company, recently moved into the Santiago offices of Cofru's president. Standard Trading has in the past acted as an intermediary for part of Cofru's exports, though the company said it was only temporarily renting the Cofru premises until larger facilities could be located.

In the D-Mark foreign bond sector, prices were off 1 point in moderate trading. The market was preparing for today's launch of a DM 250m World Bank issue through Deutsche Bank. Tomorrow the West German Capital Markets Sub-committee meets to decide the foreign bond calendar for the period through Christmas.

The Swiss franc foreign bond sector moved up around 1 point as investors awaited a further fall in interest rates. The EEC's FI 100m 12-year issue on the Dutch market was priced last night at 100 1/2. With a coupon of 12 1/2 per cent, this suggests a yield of 12.09 per cent.

A KD 7m seven-year issue was launched for Union Pacific, the U.S. railway and energy group. The bonds are expected to bear a coupon of 11 1/2 to 12 per cent and should be priced at par. Lead manager is the Kuwait International Investment Company. In the table of Current International Bond Issues published on Monday, November 23, the listing among Swiss franc issues for OKS (Austria) was given incorrectly as OKG (Sweden).

U.S. labour costs to rise 8%

BY IAN HARGREAVES IN NEW YORK

LABOUR COSTS in the U.S. are expected to increase by 8 per cent next year, one percentage point less than the forecast rise in consumer prices, according to an annual study by The Conference Board, a prominent New York research organisation.

The Board's labour outlook panel, composed of industrial relations specialists from industry and labour leaders, thinks that the trend to more moderate pay settlements will be led by negotiators in the road haulage and motor industries, where the two largest collective bargaining deals of 1982 are due.

The panel, in a report published yesterday, foresees a weak economy in which unemployment will peak at 9 per cent in April and collective bargaining agreements which will produce increases of 8.8 per cent in the first year of the settlements. Most U.S. labour agreements run for three years.

This compares with an 11.5 per cent rate of increase in the first nine months of this year. Because wage inflation tends to be lower in non-unionised business, the panel expects overall labour costs per unit of output in manufacturing to fall to 8 per cent in 1982.

Some members of the panel believe that the U.S. is experiencing a breakdown in the long-standing pattern of bargaining, whereby big, strong unions in steel, motors, road haulage and elsewhere set standards which then trickle down into the rest of the economy. Ms Audrey Freeman, the Conference Board's resident labour specialist, believes that the recent pace of wage and benefit concessions agreed to by union members in troubled companies, points to "a new sensitivity to company performance and a new perception of the need to be competitive. The pace-setter wage bargains in heavily unionised industries will not radiate with the influence they once had."

Denmark and newly acquired Danish companies not in the brewing business contributing strongly to the improvement. Net after-tax profits were up from DKK 176m to DKK 212m. Net capital increased from DKK 1,560m to DKK 1,760m. Investments in production facilities last year totalled DKK 428m, of which 76 per cent was in Denmark.

Parent company pre-tax profits increased from DKK 143m to DKK 160m and net profits from DKK 109m to DKK 119m. Much of the boost to group sales has come from price increases or from currency gains caused by the prolonged weakness of the D-mark. BASF said volume sales had risen by between 3 and 4 per cent over the first nine months compared with the same period last year. The parent company's performance has been chiefly supported by export sales and particularly demand from overseas markets. Turnover increased by 12.5 per cent to DM 10.5bn — with exports jumping by 18.2 per cent to DM 6.3bn, and domestic sales managing a rise of only 5.1 per cent to DM 4.3bn.

FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. For further details of these or other bonds see the complete list of Eurobond prices which will be published next on Tuesday December 15.

COUNTRY	ISSUED	BID	OFFER	DAY	WEEK	YIELD
USA	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
UK	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
FRANCE	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
GERMANY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
ITALY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SPAIN	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NETHERLANDS	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SWITZERLAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
AUSTRIA	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
PORTUGAL	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
GREECE	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
IRELAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
FINLAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
DENMARK	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SWEDEN	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NORWAY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NETHERLANDS	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
FRANCE	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
GERMANY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
ITALY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SPAIN	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NETHERLANDS	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SWITZERLAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
AUSTRIA	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
PORTUGAL	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
GREECE	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
IRELAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
FINLAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
DENMARK	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SWEDEN	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NORWAY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2

Venezuela to raise \$500m Eurocredit

By Peter Montagnon, Euromarkets Correspondent

CHASE MANHATTAN confirmed yesterday that it will act as agent in a group of 11 international banks mandated to raise a \$500m, 10-year credit for the Republic of Venezuela on the basis of a 1 per cent margin over Libor for the first two years and 1 per cent thereafter. The credit, which bears a grace period of four years, is the first medium-term borrowing in the Eurocredit market by Venezuela since the summer of last year. It is intended to refinance some of the country's short term debt which amounts to more than \$10bn.

Other banks in the group are Arab Bank, Banco Industrial de Venezuela, Banco Mercantil, Bank of Tokyo, Bank of Montreal, CIBC, Credit Agricole, Gulf, Morgan Guaranty and Orion Royal. They will be holding a meeting shortly to determine marketing strategy for the credit amid market suggestions that part of the loan at least may be sold in the open market on an eight-year basis only.

Abitibi-Price lifts newspaper price in U.S.

By Our Montreal Correspondent

ABITIBI-PRICE plans to raise newspaper prices about 5 per cent, or U.S.\$525 per metric tonne, in the U.S. market from March 1. This appears to bring its U.S. base price in New York to around U.S.\$525 a tonne. The world's largest newspaper producer, Abitibi-Price, markets its newsprint mainly in the central and eastern areas of the U.S.

A week ago another major producer, Consolidated-Bathurst, announced an increase of U.S.\$40 a tonne in the U.S. market, bringing the base price to around U.S.\$540, effective March 1. The company's markets lie mainly in the eastern U.S. This followed similar increases posted by major British Columbia producers.

Abitibi-Price quoted the same reasons as Consolidated-Bathurst and the western producers for its proposed increase. Wages are going up more than 10 per cent a year, and oil, chemicals and electricity costs are also rising strongly. Producers say that on a weighted basis, the average price in 1982 will just about cover the projected cost increases.

NY Times sees advance

NEW YORK Times Company yesterday forecast that its profits this year will exceed the \$40.6m earned in 1980. Earnings in the first nine months of 1981 were \$36.4m, writes Our Financial Staff. The company said the first quarter of 1982 would reflect the impact of its acquisition system, which did not affect the year-earlier period. It expected to receive \$8.4m in the second quarter of 1982 from the sale earlier this year of its Australian magazines.

Carlsberg group ahead

BY HILARY BARNES IN COPENHAGEN

UNITED BREWERIES, producers of Carlsberg and Tuborg beers, has increased pre-tax profits by 40 per cent, from DKK 268m to DKK 374m (\$51.7m) for the year ended September 30. The directors, however, are pegging the dividend at 12 per cent. The company said that the profit improvement stemmed mainly from operations outside Denmark, especially those in the UK. Group turnover, excluding taxes, increased by 26 per cent from DKK 4,350m to DKK 5,390m, with sales outside

Denmark and newly acquired Danish companies not in the brewing business contributing strongly to the improvement. Net after-tax profits were up from DKK 176m to DKK 212m. Net capital increased from DKK 1,560m to DKK 1,760m. Investments in production facilities last year totalled DKK 428m, of which 76 per cent was in Denmark. Parent company pre-tax profits increased from DKK 143m to DKK 160m and net profits from DKK 109m to DKK 119m.

This announcement appears as a matter of record only

October 1981

I/S ELSAM (Jutland-Funen Electricity Consortium)

DENMARK

Swiss Francs 60 000 000

8 1/2% Swiss Franc Bonds of 1981 due 1987/91

Soditic S.A.

Chase Manhattan Bank (Suisse) S.A.

Société Générale Alsacienne de Banque - Groupe Société Générale -

Banca del Sempione

Banca Unione di Credito

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Bank Leumi Le-Israel (Schweiz)

Bank Schoop Reiff & Co. AG

Banque Scandinave en Suisse

Citicorp International Finance S.A.

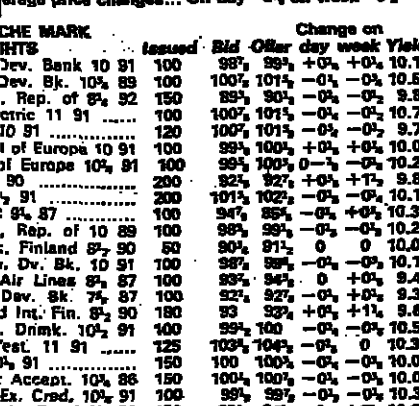
Trade Development Bank

S.G. Warburg Bank AG

Nordfinanz-Bank Zürich

Financial Advisor to the Borrower:

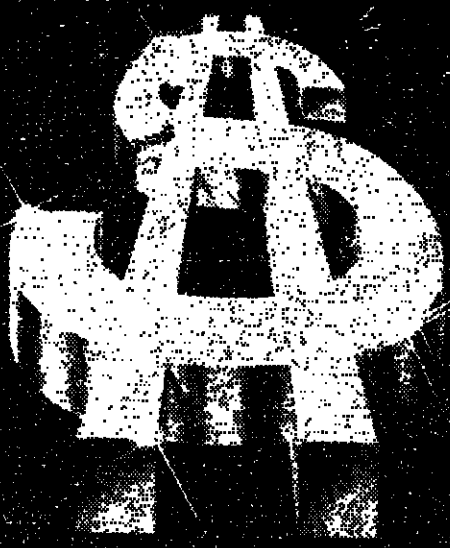
Gudme Raaschou
Investment Bankers
Copenhagen



COUNTRY	ISSUED	BID	OFFER	DAY	WEEK	YIELD
USA	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
UK	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
FRANCE	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
GERMANY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
ITALY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SPAIN	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NETHERLANDS	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SWITZERLAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
AUSTRIA	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
PORTUGAL	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
GREECE	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
IRELAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
FINLAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
DENMARK	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SWEDEN	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NORWAY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NETHERLANDS	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
FRANCE	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
GERMANY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
ITALY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SPAIN	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NETHERLANDS	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SWITZERLAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
AUSTRIA	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
PORTUGAL	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
GREECE	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
IRELAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
FINLAND	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
DENMARK	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
SWEDEN	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2
NORWAY	100	100 1/2	100 3/4	100 1/2	100 3/4	10 1/2

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AEG and Bosch form Telenorma

By Kevin Done in Frankfurt

AEG-TELEFUNKEN and Robert Bosch have reached agreement on the first stage of the formation of a major new telecommunications venture in West Germany.

The two companies have formed a holding company, Telenorma, in which Bosch will hold 75.5 per cent and AEG 24.5 per cent. This holding company will take over the 41 per cent stake currently held by AEG in Telefonbau and Normalzeit, the telephone systems company which has annual sales of around DM 1.5bn (\$666m).

At the beginning of 1983 AEG has an option to take over at least a further 10 per cent interest in Telefonbau and this will also be acquired by Telenorma.

This is the first step in a series of far-reaching deals which will link AEG's telecommunications and cable systems division in co-operation with T&N, Bosch and Mannesmann, the West German steel pipe and engineering group, which is also diversifying into telecommunications.

AEG's telecommunications division with sales of DM 700m is to be established as an independent company.

WestLB to transfer Preussag shareholding

BY STEWART FLEMING IN FRANKFURT

WESTDEUTSCHE Landesbank, the third largest West German bank, is raising more than DM 600m (\$267m) through the transfer of a 45 per cent stake in the metals and energy concern, Preussag, in order to help cover the losses it faces in 1981.

As a result of a complicated series of transactions, some of which have yet to be completed, the bank expects to declare a small profit for 1981.

In spite of drawing heavily on hidden reserves in this way, WestLB still plans to proceed with proposals to raise about DM 1bn in new capital in 1982 from one of its shareholders, the State of North-Rhine Westphalia.

The announcement by WestLB — whose new chief executive is Herr Friedel Neuber — underlines the continued pressure which the West German banking industry is under as a result of high interest rates and ill-judged lending decisions in the latter part of the 1970s.

Already Commerzbank, the fourth largest bank, has announced that like WestLB it

will not be paying a dividend for 1981. In 1980 Commerzbank became the first major bank in the post-war period to be unable to pay a dividend.

The year-end is traditionally a period when German banks under profit pressure draw on hidden reserves to bolster their profit and loss accounts. In December last year, for example, both Commerzbank and Dresdner Bank sold substantial holdings in Kaufhof, the second largest German stores group.

Last week WestLB announced its first such step when it sold a 25 per cent holding in Philip Holzmann, Germany's largest building group, for around DM 200m. The bulk of this holding, amounting to 20 per cent of the Holzmann equity, was acquired by Hochtief, another major building group.

The Preussag deal is rather more complex, however. It involves a company which has been a star performer on the German stock market over the past year and at one point seemed likely to fall into foreign hands. British Petroleum's Ger-



Herr Friedel Neuber

man subsidiary was one of many Preussag suitors.

Last week it was disclosed that Preussag had acquired a 25.1 per cent holding in the privately-owned energy group,

C. Deilmann, a company with U.S. oil and gas interests and sales of around DM 954m. Deilmann in return received 10 per cent of Preussag's equity, passed to it by WestLB and worth around DM 130m, taking Preussag's share price at DM 200.

Yesterday WestLB confirmed that it proposes to transfer around 35 per cent of Preussag to a new company. Although no details were released, it is understood that WestLB will retain a substantial stake in the new company, but it will have two partners, both believed to be Landesbanks.

In this way WestLB will be able to retain partial control of its Preussag stake, and at the same time realise in its profit and loss account the difference between the book and market value of the investment.

Partly as a result of speculation about what WestLB might do with its 45 per cent stake, but also as a result of Preussag's strong earnings performance, Preussag's share price has risen this year from around DM 130 in January to more than

DM 200 at present, a rise which has taken place at exactly the right time for WestLB.

At this level Preussag's 6.3m shares are valued at around DM 1.3bn. Preussag itself would appear to have improved its chances of retaining its independence as a result of the transaction.

WestLB is not the only German bank proposing to realise hidden reserves to help its 1981 results. It was confirmed yesterday that the Bank für Gemeinwirtschaft, the trade union owned banking group with assets of about DM 60bn, is planning to dispose of a 50 per cent holding in its mortgage banking subsidiary, Allgemeine Hypothekendarlehen, retaining only 25 per cent of the equity.

The mortgage bank has assets of DM 7.1bn, but BfG is not disclosing the value of the yet-to-be-completed transaction. It has also recently raised a new capital raising issue could be forthcoming next year.

In 1980 the bank raised DM 250m of new equity and in 1979 DM 125m.

Montedison drugs unit proposes rights issue

BY RUPERT CORNWELL IN ROME

MONTEDISON, Italy's largest chemicals group, plans to offer shareholders the chance to acquire shares in its flourishing pharmaceutical offshoot, Farmitalia Carlo Erba, in an attempt to ensure the success of its own record L440bn (\$383m) rights issue, now scheduled for December 13.

The scheme, adopted by the parent company's board at the weekend, is connected with a capital increase by Farmitalia itself. Assuming the entire operation goes through, Montedison's stake in its subsidiary could drop to 70 per cent from the present 89 per cent.

Farmitalia will carry out a two-stage capital increase of its own, involving a one-for-10 free issue followed by a one-for-five rights issue. Nominal capital

will rise to a maximum of L71bn, while a L2,100 premium on each of the L900 nominal shares means that the pharmaceutical company will secure L36.4bn of new funds.

Montedison plans a free distribution to its own shareholders of Farmitalia rights, enabling the former to acquire one of the latter's shares for every 250 "old" Montedison shares held. Montedison hopes that the offer will increase the appeal of its own capital increase—the biggest in Italy's private corporate history—to L996bn from the current L356bn.

The overall price of L3,000 for new shares in the highly profitable Farmitalia compares with a bourse quotation of around L8,000.

Austria Microsystems plans plant

By Adrian Dicks

AUSTRIA MICROSYSTEMS International, the \$50m joint venture announced earlier this year between American Microsystems Inc (AMI) and Voest-Alpine, is to start construction in January of a plant near Graz to produce custom metal oxide silicon/large integrated circuits (MOS/LSIs).

The plant, which will benefit from soft loans provided by the Austrian Government, will have a workforce of 400 and will be ready to produce 1,000 silicon wafers a week by mid-1983. Production is expected to rise to 5,000 a week by 1986, while the workforce is likely to build up to about 1,200. The main customer industries will be telecommunications, computer, automotive and domestic appliance manufacturers.

Voest-Alpine, with 1980 sales of \$4.1bn, is Austria's biggest industrial group with steel, engineering and contracting interests. It is putting up the finance for Austria Microsystems, with the aid of its shareholder, the Austrian Federal Government, as a means of diversifying into applied microelectronics.

AMI, which claims to be the world's largest supplier of custom-designed MOS/LSI circuits with sales of \$130m in 1980, will contribute to the venture its entire European customer base, its full product range and its extensive production expertise. At the same time, Austria Microsystems has bought 49 per cent of AMI's European sales organisation.

The American partner, in which the West German Bosch group has 25 per cent, has been looking for a European manufacturing base for several years — both to serve its European market better and to circumvent the heavy tariffs imposed by the EEC on U.S.-manufactured semiconductor products.

In addition to the new factory, AMI intends to set up at Graz a design and development centre comparable to its existing centre at Swindon in the UK.

According to Dr Stephen Forte, AMI's vice-president for marketing, the design centre approach, often involving joint design work with customers on their special integrated circuit requirements, has helped the company weather the current recession much better than the rest of the industry in California's "silicon valley."

Lafarge Coppee expects to maintain earnings

BY DAVID WHITE IN PARIS

LAFARGE COPPEE, the French cement group, expects to maintain profits this year despite a slowdown in its main domestic market and heavy losses in refractory products.

The group, which recently clinched the \$326m take-over of General Portland of the U.S., is forecasting earnings of between FF320m and FF360m (\$56m-\$63m), not counting capital gains or losses. This compares with FF325m on an equivalent basis last year.

Lafarge told shareholders that parent company profits would be well up on 1980's FF226.5m and that maintenance of the dividend was already assured.

It said results from the French cement activities continued to be good despite a 5 per cent drop in the market—thanks to savings resulting from the conversion of plants to coal-

firing. Earnings from plaster would be 30 per cent up, and those from its new chemical offshoots would rise by 25 per cent.

The Canadian subsidiary, Ciments Canada Lafarge, was expected to show a 50 per cent profit recovery, and the group's earnings in Brazil are expected to triple in dollar terms to \$16m.

This performance has to be set against an expected FF100m pre-tax loss in refractory products. Lafarge said sales, hit by the problems of the steel sector and by the shortage of new investment in heavy industry in France, were 20 per cent less than forecast this year.

A restructuring plan is due to be implemented in this sector. Lafarge said it would take several years, but that the effects should be visible from next year.

BASE LENDING RATES

A.B.N. Bank	15%	Grindlays Bank	11%
Allied Irish Bank	15%	Guinness Mahon	15%
American Express Bk.	15%	Hambros Bank	15%
Amro Bank	15%	Heritable & Gen. Trust	15%
Henry Ansbacher	15%	Hill Samuel	11%
Arbuthnot Latham	15%	J. Moore & Co.	15%
Associates Cap. Corp.	15%	Kongkong & Shanghai	15%
Banco de Bilbao	15%	Kowloon & Co. Ltd.	15%
BCCI	15%	Lloyds Bank	15%
Bank of Cyprus	15%	Mallinbank Limited	15%
Bank Street Sec. Ltd.	15%	Edward Manson & Co.	16%
Bank of N.S.W.	15%	Midland Bank	15%
Banque Belge Ltd.	15%	Samuel Montagu	15%
Banque du Rhone et de la Tarn	15%	Morgan Grenfell	15%
Barclays Bank	15%	National Westminster	15%
Beneficial Trust Ltd.	15%	Norwich General Trust	15%
Bremar Holdings Ltd.	15%	P. S. Refson & Co.	15%
Bristol & West Invest.	17%	Roxburgh Guarantees	15%
Brit. Bank of Mid. East	15%	E. S. Schwab	15%
Brown Shipley	15%	Slavenburg's Bank	15%
Canada Perm. Trust	15%	Standard Chartered	11%
Cavendish City Trst Ltd.	15%	Trade Dev. Bank	15%
Cayzer Ltd.	15%	Trustee Savings Bank	15%
Cedar Holdings	15%	TCB Ltd.	15%
Charterhouse Japhet	15%	United Bank of Kuwait	15%
Chouartons	15%	Williams & Glyn's	15%
Citibank Savings	15%	Winttrust Secs. Ltd.	15%
Clydesdale Bank	15%	Yorkshire Bank	15%
C. E. Coates	15%		
Consolidated Credits	15%		
Co-operative Bank	15%		
Corinthian Secs.	15%		
The Cyprus Popular Bk.	15%		
Dunlop Lawrie	15%		
Eagil Trust	15%		
E. T. Trust Limited	15%		
First Nat. Fin. Corp.	15%		
First Nat. Secs. Ltd.	15%		
Robert Fraser	15%		

* 7-day deposits 13%, 1-month 13.25%, 3-month 13.5%, 6-month 13.75%, 12-month 14.0%.

† 7-day deposits on sums of £10,000 and under 13%, up to £20,000 13.25% and over £20,000 14%.

‡ Call deposits £1,000 and over 13%.

§ Demand deposits 13%.

|| 21-day deposits over £1,000 14%.

¶ Mortgage base rate.

Sprecher und Schuh sees recovery

By John Wicks in Zurich

A RECOVERY is expected by the Swiss electrical engineering company, Sprecher und Schuh, for the current year. In 1979 and 1980, the group recorded net losses of SwFr 3.9m (\$3.1m) and SwFr 2.24m respectively.

Group turnover, which had risen by about 12 per cent to SwFr 507.2m last year, is expected to increase by a further 10 per cent in 1981. New order value is also expected to rise by about 10 per cent, with a slight improvement in profit margins despite heavy competition.

A series of measures aimed at streamlining group activities was started this year and is to be continued "systematically." A considerable improvement has been attained by the setting-up of profit centre divisions within the parent company.

Restructuring programmes are also being undertaken within foreign subsidiaries. Sprecher und Schuh subsidiaries in Austria and Canada are said to be performing successfully, and "great progress has been made in Germany. Economic uncertainties in Brazil and Belgium are, however, causing difficulties."

In May of this year, Dr Hans von Werder, management chairman, said it would be "unrealistic" for shareholders to expect an early return to dividend payments. Sprecher passed its dividend for both 1979 and 1980.

Where was Newsweek this week?

In Washington:

Reagan trumps Brezhnev's peace moves.

In Crosby:

With Shirley's unstoppable campaign.

In Ulster:

Protestant backlash threatens Prior.

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Credit Suisse First Boston Limited
Agent Bank

All of these securities having been sold, this announcement appears as a matter of record only.

New Issues / November, 1981

\$500,000,000

International Bank for Reconstruction and Development

\$300,000,000

16 3/4% Five Year Notes of 1981, due November 1, 1986

\$200,000,000

16 3/4% Ten Year Notes of 1981, due November 1, 1991

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Morgan Stanley & Co.
Incorporated

The First Boston Corporation

Goldman, Sachs & Co.

Merrill Lynch White Weld Capital Markets Group

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Nippon Kangyo Kakumaru International, Inc.

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Associated European Capital Corporation

10/11/81

Pao announces terms for Wharf and World merger

LES NICHOLLS IN HONG KONG

YUE-KONG PAO announced yesterday the long-ped merger between International (Holdings) Hongkong and Kowloon and Godown Company will result in a moderate increase with assets approximately HK\$27bn (1.77bn).

The terms of the proposed merger have already drawn some from minority Wharf holders who have accused Yue-kong of favouring himself in which he has a 76 per cent shareholding, over the interests of the other shareholders.

Mr Pao owns extensive areas of land in Hong Kong's prime commercial area and last year's total after-tax profits of HK\$25.5m, including extraordinary gains of HK\$22.5m.

Mr Pao is buying World at the end of March 1982, mainly tankers and bulk carrier vessels, plus a 10 per cent stake in Wharf, and fiscal year had total after-tax profits of HK\$346.54m including extraordinary gains of HK\$25.9m, excluding them.

res suspended

exchange for every one ordinary or convertible share held, World shareholders will receive 625 of shares (including 378 in specie of the Wharf's gains, or HK\$22.5m) plus 350 in cash. This value is set at HK\$4.32 per share. World's net value was HK\$6.27 per share at March 31. Both companies suspended trading when stock market opened yesterday. World holders will also receive a terminal dividend of

14 cents a share, lifting the worth of the total package to HK\$4.46 for every World share, an increase of 26.52 per cent from the last traded price. The merger of the two companies will allow them to take advantage of investment opportunities which neither Wharf nor World might be in a position to take up individually, Sir Yue-Kong said.

Return on assets

He said that phase four of Wharf's Harbour City development of nine acres in Tsimshatsui will cost over HK\$1bn, the construction of a light rail system in the new town of Tuenmun will cost an estimated HK\$3bn to \$5bn, and other developments will cost approximately HK\$1.5bn.

In a statement to shareholders, the directors of Wharf said the rate of return on assets has not in recent years been altogether satisfactory and this is presently limiting the company's ability to implement a substantial development programme.

The acquisition of World's shipping assets will meet the objective of improving the return on assets, increasing the cash flow, and accelerating the implementation of the development programme, they said. The benefits to shareholders were outlined as:

● Participation in a major diversified international group arising from the purchase of one of the largest and best managed shipping fleets in the world—World's fleet totals approximately 8m deadweight tonnes with an average age of vessels of approximately four years. The majority of the vessels on long term charters with an average life of around five years;

● A substantial increase in earnings which if the merger had been effective, for the whole of this year would have increased by 38 per cent to 29.7

cents per share;

● An increase in dividends per share of about 39 per cent.

Analysts however, said the merger has several aspects which are not in the favour of Wharf shareholders. Wharf is paying a high price for fully valued shipping assets by issuing Wharf shares at a discount to asset value which is generally estimated to be between HK\$9 and HK\$10 per share. Wharf shares closed at HK\$6.35 on Friday.

Also, Wharf is paying a total consideration of HK\$3.2bn by issuing 411m new shares and paying HK\$583m in cash, for a shipping fleet which the directors of World estimate to be worth HK\$2.95bn. According to a recently completed valuation, analysts said.

Extraordinary meeting

The proceeds of a rights issue of 411m shares plus HK\$583m in cash could arguably provide a better springboard for development. Wharf shareholders will be given an opportunity to express their opinion of the merger on December 2 at an extraordinary general meeting at which Sir Yue-Kong Pao and the companies he controls will not vote.

The merger would bring to a successful end the Pao family's long battle for Wharf. In April 1980 World paid HK\$1.57bn for a 30 per cent stake in Wharf held by the Pao family since 1973.

Two months later Hongkong Land, which is linked to Jardine Matheson, the trading house, made a share and cash tender offer worth HK\$3.3bn for 29 per cent of Wharf to raise its stake to 49 per cent.

Sir Yue-kong then raised HK\$2.2bn of financing over a weekend to make a dramatic market raid worth HK\$2.2bn for 19 per cent of Wharf to lift his stake to 49 per cent, which has subsequently been slightly diluted.

Aluminium copper and cables lift Union Steel

By Our Financial Staff

HIGHER PROFITS from aluminium, cable, and copper divisions have boosted net income at Union Steel, the South African metals producer, for the nine months ended September 30. Group net income was R11.2m (\$11.6m) against R13.4m for the 12 months ended December, 1980. On a pro-rata basis the nine months' increase was 12 per cent.

In contrast to the strength in some divisions, steel and foundry shipments both fell by 12 per cent from the first nine months of last year. Special steels and price-controlled steels were particularly weak. Consequently, steel profit showed a considerable decrease from a year earlier.

For the nine months Union has declared dividends of 25 cents per A preferred share, against 31 cents for the 12 months ended December, 1980, plus a bonus of 8 cents (18 cents), 29 cents per B preferred (40 cents) plus a 12 cents bonus (16 cents) and 9 cents per ordinary share (12 cents) plus a bonus 3 cents (4 cents).

Spending boom boosts Lion Match

By Jim Jones in Johannesburg

LION MATCH, the South African manufacturer of matches which has diversified into consumer non-durables, benefited strongly from the country's consumer spending boom in the year ended September 30, 1981. The company is 65 per cent indirectly owned by Allegheny International of the U.S. through Wilkinson Match of the UK.

Pre-tax profit was R11.86m (\$12m) against a pro-rated figure of R8.25m in the previous period. The 18 months reporting period which ended on September 30, 1980 resulted in a pre-tax profit of R13.44m. Turnover was R68m against a pro-rated R45.7m in the previous period.

A total dividend of 39 cents has been declared from earnings of 79.97 cents a share. In the 18 months ended September 30, 1980 earnings were 88.94 cents a share and dividends totalling 45 cents per share were declared.

Elscent profits doubled in first half

By L. Daniel in Tel Aviv

ELSCINT, the Israeli producer of medical diagnostic equipment, has reported net profits for the six months ended September of \$4.2m against \$2.05m a year earlier. Sales rose to \$28.86m from \$19.93m. The company is forecasting sales for the full fiscal year of \$70m compared with \$42m last year. For the year ending March 1983 the company expects sales of \$110m because of new products and a recently concluded deal with Pfizer, the U.S. drug and medical equipment company.

Elscent paid \$6.3m for the tomographic X-ray scanner business and other related activities of Pfizer's medical systems division. Pfizer has ceased production of tomographic scanners, leaving Elscent with the second largest orderbook for the products in the U.S.

This announcement appears as a matter of record only.



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Provided by

Banca Nazionale del Lavoro (New York Branch)

Banco Cafetero, S.A. (Panama)

Bancomer, S.A., New York Agency

Banco Popular Español

Banco Real S.A.

Banco Totta e Acores New York Agency

Banque Française du Commerce Extérieur New York Branch

Bank of America NT & SA

The Bank of New York

Bayerische Hypotheken- und Wechsel-Bank AG London Branch - Licensed Deposit Taker

Canadian American Bank S.A.

Credit Suisse

Girard Bank

International Commercial Bank Limited

Lincoln First Bank, N.A.

Manufacturers Hanover Bank (Guernsey) Ltd.

New England Merchants National Bank

Seattle-First National Bank

Union de Banques Arabes et Françaises - U.B.A.F.

UBAF Bank Limited

Vereins- und Westbank Internationale S.A.

Agent

Bank of America NT & SA

All of these securities have been offered outside the United States. This announcement appears as a matter of record only. October, 1981



CYDSA, S.A.

(Incorporated in the United Mexican States)

US \$50,000,000

Floating Rate Notes due 1988
Extendible at the Noteholder's Option to 1991

Continental Illinois Limited

Banco Rio de la Plata

Banque Nationale de Paris

Banque de la Société Financière Européenne

Chemical Bank International Limited

Citicorp International Bank Limited

First Chicago Panama, S.A.

Libra International Bank, S.A.

Samuel Montagu & Co. Limited

Standard Chartered Merchant Bank

Bank Leumi Le-Israel Group

Banque Générale du Luxembourg S.A.

The National Commercial Bank

Orion Royal Bank Limited

Dillingham Corporation

has purchased 1,353,667 shares
of its Common Stock

We served as Dealer-Manager of the Tender Offer
in connection with this transaction.

WARBURG PARIBAS BECKER

INCORPORATED

A.G. BECKER INCORPORATED

November 1981

U.S. \$35,000,000 MULTICURRENCY TERM LOAN FACILITY

ARRANGED BY

CHASE MERCHANT BANKING GROUP

THE FUJI BANK, LIMITED

BANK OF AMERICA, SAE

CREDIT LYONNAIS

KYOWA BANK NEDERLAND N.V.

NATIONAL WESTMINSTER BANK GROUP

CAJA DE AHORROS DE ZARAGOZA, ARAGON Y RIOJA [CAZAR]

CAJA DE AHORROS Y MONTE DE PIEDAD DE MADRID [CAJAMADRID]

AGENT

THE CHASE MANHATTAN BANK, N.A.

SEPTEMBER 1981

Big plans for sugar self-sufficiency

(Rice) September 18, 1961-100)

1.50, Lettuce—Per 12, range 1.40-18.0,
Webb's 1.60-2.00, Radishes—Per 12 x
8-oz net 1.20, Cabbage—Per bunches, spring-
bunches, 1.50-2.00, 65-lb 40¢/mo min
2.00-2.50, Carrots—Per 25-lb 1.40-1.80,
1.00, Broccoli—Per 25-lb, range 0.70-
1.20, 1.50, Potatoes—Per 25-lb 1.00-1.20,
1.50, Parsnips—Per 25-lb 1.20-2.00.
Squashes—Per no. 70-1.00, Leeks—Per
no. 20-1.00, Sprouts—Per 20-lb
1.50-2.50.

★

GRIMSEY FISH—Ship's side, demand-
gone. Prices at ship's side (un-
processed) are as follows:

D.10, codling 23.50-24.50,
haddock 23.00-24.20, medium 22.00-
24.00, salmon 1.00-2.00, large plaices
1.00-2.00, 24.00-25.00, long 24.00-
26.00-28.00, Skinned daffodil 23.00-
24.00, D.10, Lemon sole (large)
21.00-22.00, 20.00,
D.10-20.00, Reds 22.00.

Is available from the Publishers, The Financial Times, Bracken House, Cannon Street, London, EC4P 4BY, price 25p, by post 26p.

**THORISED
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**INSURANCE
PROPERTY
BONDS**

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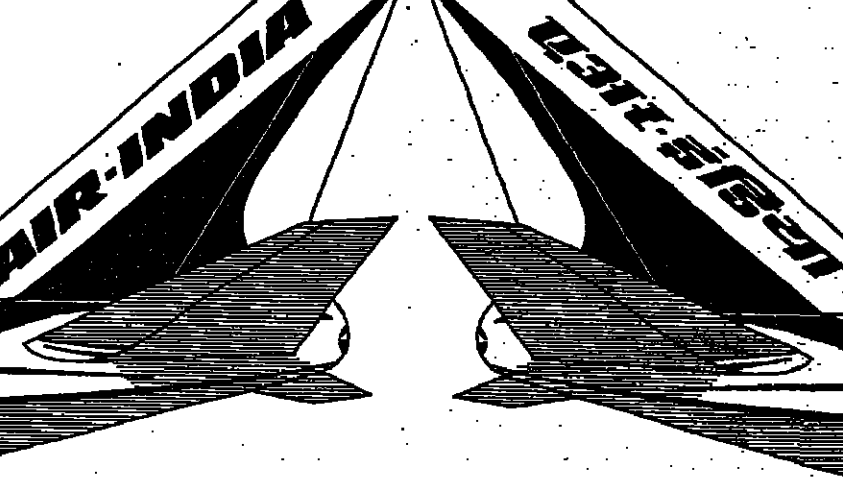
OIL AND GAS—Continued

	Stock	Price	%	Div.	Yld.
28	Bell, Petroleum	22	56	0.25	2.5
29	D. S. P. Co.	22	56	0.25	2.5
30	Brannock Oil NL	22	56	0.25	2.5
31	Brannock Oil NL	22	56	0.25	2.5
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99	Brannock Oil NL	22	56	0.25	2.5
100	Brannock Oil NL	22	56	0.25	2.5

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Dividend teaser at Metal Box

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